1980 COMPENSATION SURVEY

of

EDUCATIONAL AND PROFESSIONAL ASSOCIATIONS

ABOUT MCMANIS ASSOCIATES

McManis Associates, Inc. is a general management and research consulting firm located in Washington, D.C. Currently, the firm has a staff of over 40 professionals. Since its founding in 1964, McManis Associates has served a wide range of client organizations: professional, educational and trade associations, foundations, colleges, universities, government agencies, and businesses in commerce and industry.

McManis Associates is nationally recognized for its work with associations. The staff at McManis has provided consulting services to associations in the areas of management and organizational analysis, management and financial systems, strategic planning, personnel administration, compensation surveys, salary administration systems, relocation planning, board and staff orientation and development seminars, membership surveys and membership development, and executive recruiting.

This compensation survey is the latest in a series of surveys which McManis Associates began conducting in 1972 as a result of its work with educational and professional associations. Initially the survey was a biennial project of the firm; now it is now conducted annually.

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INTRODUCTION

This report presents the results of the 1980 Compensation Survey of Educational and Professional Associations conducted annually by McManis Associates, Inc. The unique services that professional associations perform make it difficult, if not inappropriate, to compare their staffing needs and levels with those in private industry, government, or for that matter, the professions they serve. This survey report seeks to provide a meaningful benchmark for comparing compensation and benefits between educational and professional associations.

Three hundred five educational and professional associations responded to this year's survey, supplying salary data for 46 positions and information on non-salary benefits like insurance, leave policy, holidays and length of work week. (Fifteen additional associations responded too late to be included in the analysis.) This response is a 26% increase over past years, an increase which McManis Associates is pleased to interpret as a positive reaction to previous compensation surveys. Furthermore, we believe that the larger data base, and the addition of support staff positions, make this year's report even better.

The survey's results are organized as follows:

I. ***Profile of Respondents.*** Basic facts about the organizations participating in the survey.

II. ***Compensation Program.*** General features of the policies and methods which associations apply to personnel compensation.

III. ***Salaries.*** Detailed statistics on the distribution of salary ranges for positions commonly found on professional association staffs.

IV. ***Benefits.*** The type and level of non-salary compensation provided to association employees.

The tables that present the data in each section have been designed for clarity and consistency. Both the actual number and the percentage of responses have been included in most cases. Actual numbers show how many associations are encompassed by certain category, percentages allow comparison among categories, and median ranges are identified in the salary tables by the shaded areas.

In response to the recommendations of many participating associations, we have included salary data for 17 additional program and support positions. The expanded set of 46 positions now constitutes a truly comprehensive reference for educational and professional associations.

More respondents, more position salaries and more detailed benefit information illustrate an important implication of this year's survey—employee compensation in professional associations has become increasingly sophisticated. As budget size and responsibilities grow, associations must upgrade their salary and benefit packages as well. Simple salary reviews and benefit schemes no longer suffice; compensation must be administered systematically with a clear focus upon the total salary and non-salary package. Effective management of a complex compensation program requires up-to-date knowledge of the total compensation packages which other associations provide.

For that reason, this report goes beyond a simple presentation of statistics to analyze what various results mean for an overall compensation program. The purpose throughout this study is to facilitate comparison of the ways in which professional associations remunerate employees. Figures on salaries and benefits are, of course, the most fundamental item in that comparison. But accurate comparison must also include information on the type of compensation program and on the trends implicit in the data. Much of the text in this report seeks to provide that information. Inquiries about this survey or about the ways in which associations can upgrade their own compensation or management programs can be directed to the Association Division, McManis Associates, Inc., 1201 Connecticut Avenue, N.W., Washington, D.C. 20036.

SECTION I.

PROFILE OF RESPONDENTS

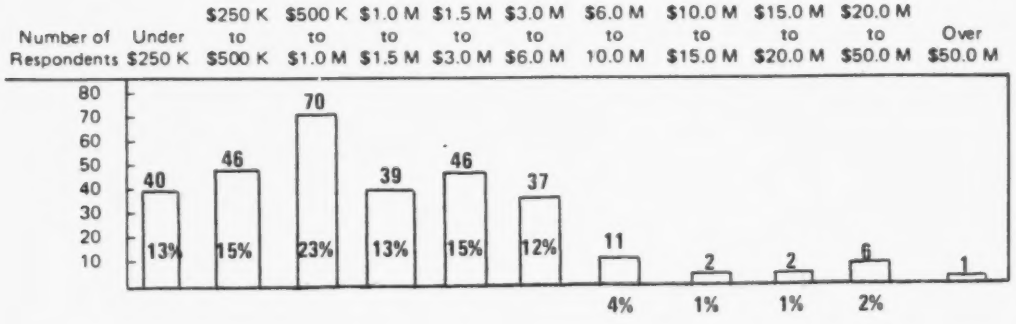
I. PROFILE OF RESPONDENTS

The 305 respondents to this year's survey represent a broad spectrum of educational and professional associations. The characteristics profiled in this brief section demonstrate that diversity, indicating the wide range of associations to which the results of this survey are applicable.

Annual operating budgets ranged from well under $250,000 to over $50 million. *Table I-1* presents the distribution of responding associations according to 11 categories of annual operating budget size. Last year, three-fourths of the associations reported budgets between $500,000 and $3.0 million per year. This year, only 52% fell in that range. The number of associations with budgets under $500,000 increased slightly (from 25% to 29%) and those with budgets over $3.0 million increased from 18% to 21%. The decrease in the percentage in the $500,000 to $3.0 million range is due largely to an increase in the number of respondents and does not necessarily indicate increases in individual budgets although inflation has undoubtedly played a large role. Therefore, many of the tables in this report have been expanded to present a greater range of budget categories.

TABLE I-1

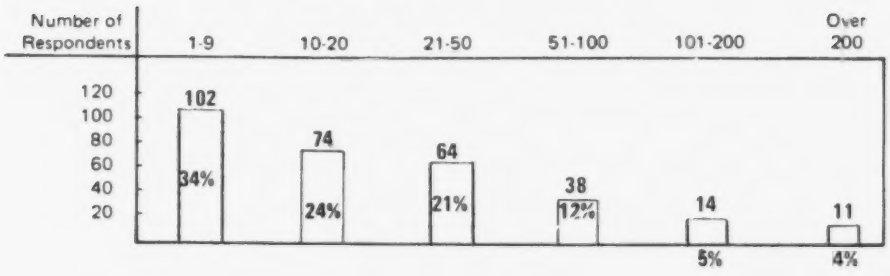
SIZE OF ANNUAL OPERATING BUDGET



The distribution of full-time staff is shown in *Table I-2*. Over one-half of the respondents employ full-time staffs of 20 employees or less. Not surprisingly, these smaller staffs tend to be employed in associations with smaller budgets of $1.0 million or less. Conversely, all but one of the associations employing more than 50 people full-time have an operating budget of $1.5 million or more. So breaking the survey's results down according to staff size would be redundant with a breakdown according to budget size. Since Table I-1 provides a better distribution than Table I-2, this analysis will concentrate upon budget size.

TABLE I-2

NUMBER OF FULL-TIME STAFFERS



Two-thirds of the responding associations employed part-time staff (see *Table I-3*), but the number of part-timers does not vary greatly. Seventy-nine percent of the associations with part-time personnel employed only five or less. Those hiring more than five tended to be somewhat larger, but there was no clear relation between budget size and the decision to employ part-time staff. In smaller associations, budget constraints probably dictate that many basic functions be handled on a part-time basis. In larger associations, part-time employees probably carry out very specialized assignments. Thus, small-budget associations are just as likely to have part-time staff as are those with large budgets.

TABLE I-3

NUMBER OF PART-TIME STAFFERS

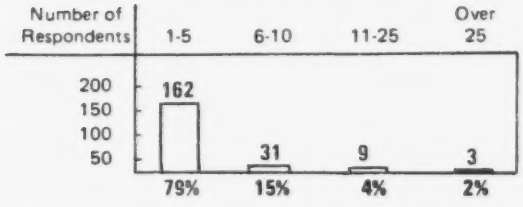
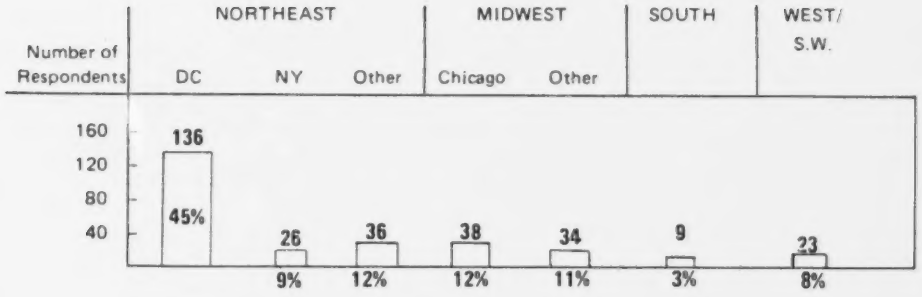


Table I-4 shows the geographical distribution of associations in the survey. More of them are headquartered in Washington, D.C. than in any other location, which is the reason for the subsection of this report which concentrates upon salary ranges in that metropolitan area.

TABLE I-4

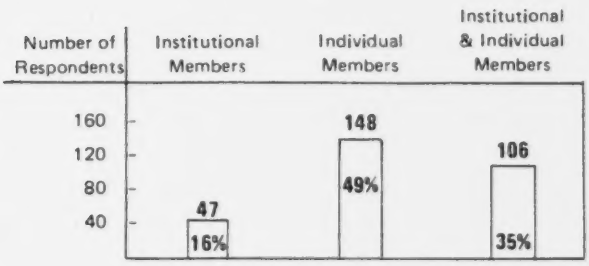
HEADQUARTERS LOCATION



The type of memberships offered by responding associations are detailed in *Table I-5*. Most associations represent individual members only or a combination of individuals and institutions. There is no clear tendency for membership type to vary according to budget size or any other variable in the survey.

TABLE I-5

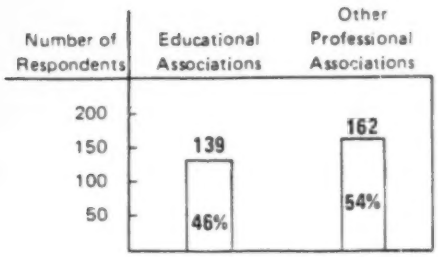
TYPE OF MEMBERSHIP



To further characterize the respondents, *Table I-6* divides them into the two categories of this survey, educational and professional. The applicability of these data is validated by the large response by each type of association.

TABLE I-6

TYPE OF PROFESSION



In summary, the professional associations which constitute the data base for this year's compensation survey vary widely in characteristics. But some trends stand out. Budget size clusters in the range between $250,000 and $6.0 million. Most association staffs are not very large; around 21% employ more than 50 people. A few part-time employees are commonly retained in associations of all sizes. Respondents are headquartered throughout the United States, although they locate most frequently in Washington, D.C., Chicago and New York, respectively. Budget size and headquarter location will be the most important variables in analyzing different salaries and benefits.

SECTION II.

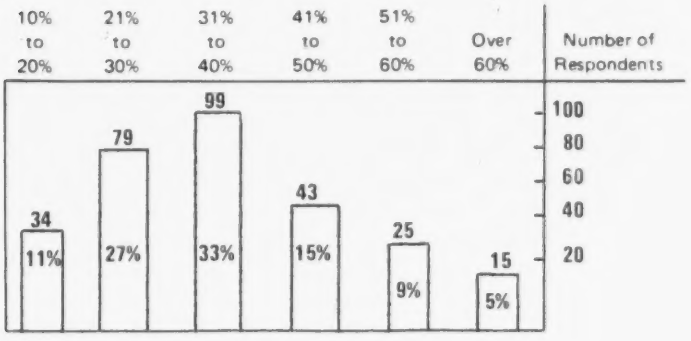
COMPENSATION PROGRAM

II. COMPENSATION PROGRAM

The growing need for systematic compensation programs in educational and professional associations is underscored by *Table II-1*. Nearly two-thirds of all associations in the survey allocate more than 30% of their expenditures to personnel. The median level of personnel costs as a percentage of total budget was between 30% and 40% for every budget category. Employee compensation represents a major expenditure in associations of all sizes; this section outlines some basic elements of the programs which associations have implemented to manage those expenditures more effectively.

TABLE II-1

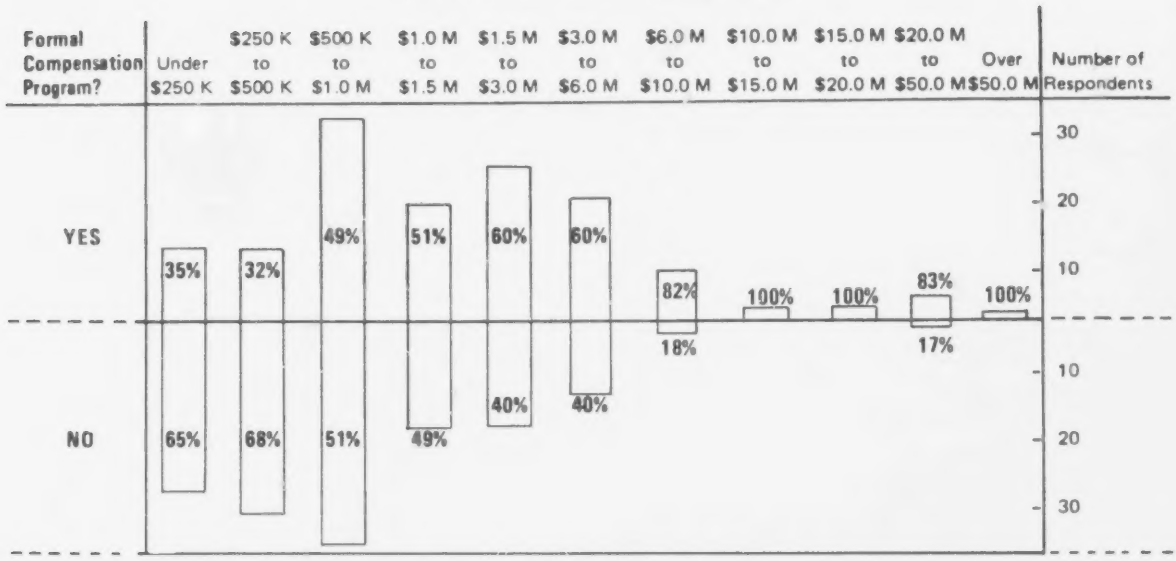
PERSONNEL COSTS AS PERCENTAGE
OF TOTAL OPERATING BUDGET



The percentage of associations that reported having formal compensation programs in this year's survey was less than in last year's study. *Table II-2* shows the number and percentage of associations with formal programs according to budget size. Logically, associations with larger budgets are more likely to have a formal program for employee compensation. But it is only the organizations with budgets between $1.5 and $3.0 million that show an increase of the percentage having formal programs. In 1979, 41% of the associations under $3.0 million had formal programs; this year, 36% did. The general decrease in percentages is due primarily to the 26% increase in the number of respondents to the survey, rather than a policy shift away from formal compensation programs.

TABLE II-2

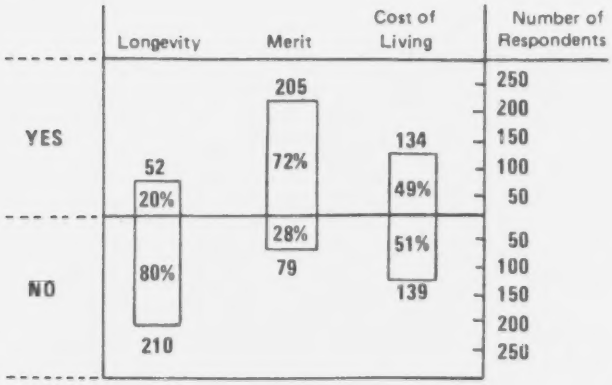
SIZE OF ANNUAL OPERATING BUDGET



The criteria that are frequently used in salary reviews under a formal compensation program are presented in *Table II-3*. The graph shows the frequency with which associations consider merit, longevity and cost of living in determining salary increases. Most associations cited merit as a formal consideration. Almost half incorporate cost of living increases and a relatively small percentage (20%) include longevity as a salary criteria.

TABLE II-3

DOES SALARY SCHEDULE PROVIDE INCREASES FOR:



The two criteria that are utilized most frequently, merit and cost of living, are detailed in *Tables II-4* and *II-5*, respectively. Nearly three-fourths of the associations granted cost of living increases between 5% and 10%; increases greater than 10% were reported by 3%.

TABLE II-4

COST OF LIVING INCREASES

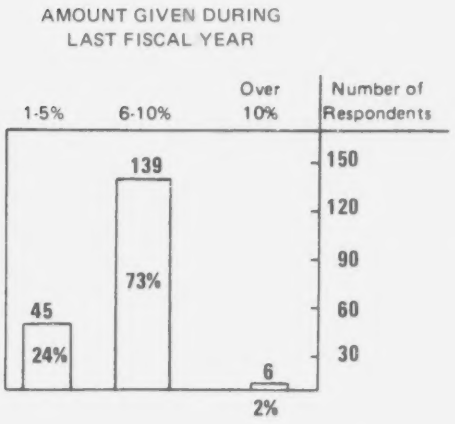
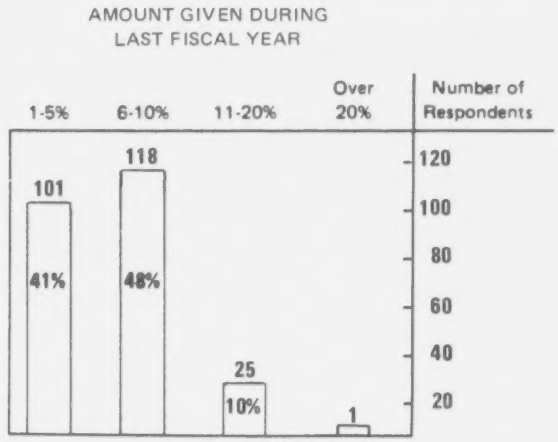


TABLE II-5

MERIT INCREASES



In summary, a smaller percentage of this year's respondents have formal compensation programs. However, this reflects more the effect of entering additional associations to the data base than it does the establishment of a trend. As was shown by Table II-2, the majority of associations with budgets of $1.0 million or more recognize the benefit of systematic management of employee compensation. Furthermore, the strong emphasis upon merit increases suggests a general recognition of the motivation formal compensation programs can create when based upon the appropriate criteria.

SECTION III.

SALARIES

III. SALARIES

This section presents the salary ranges for 46 executive, program and support positions commonly found on association staffs. Salary data are presented in a separate table for each position. A description of functions and responsibilities precedes each table and is the same as those that appeared on the survey.

The range of salaries is quite broad, due in large part to the wide disparity in association characteristics. To use this salary data effectively, an association must be able to compare its salaries with a cohort similar to it in some basic trait. Section I developed the two characteristics most appropriate to use in this study—size and location. So these tables break salary range data down according to the amount of an association's annual budget and according to the city or geographical region in which its operations are headquartered.

Effective comparison also requires data that are detailed and presented clearly. This section's tables are designed to show salary statistics for various positions in a consistent format. The range of salary levels is distributed horizontally for each category. (These warrant special attention since salary parameters change from position to position.) The *categories* (budget size or headquarters location) are identified down the left-hand column. At the intersection of the desired category and salary level (for example, budget $1.0 to $1.5 M and salary $36K to $40K), is a block which contains a diagonal line. The figure to the left of the diagonal is the number of respondents. That same number is expressed to the right of the diagonal as a percentage of the total number of respondents in that category. The block that is shaded identifies the median salary range for each category.

Specific results on salary compensation for particular positions should be apparent from a review of the tables themselves. Still, some more general trends which emerge from these data on association salaries are not as self-evident and need to be emphasized. These include:

- Salaries paid to top-level executives ranged most widely. Even within the same budget categories, some chief administrative officers (CAO) earned four times as much as some of their counterparts. For this reason, it is important to evaluate the specific role and responsibilities of the chief administrative officer in determining the appropriate salary and total compensation level. There are a number of factors which are usually significant: Does the CAO serve as the primary spokesperson for the association? Is the CAO a dominant figure in the profession? Does the CAO play an important role in government relations? Answers to questions such as these often determine the "value" of the CAO and thus his/her salary.

  Other positions for which salary levels were most disparate were deputy chief administrators (under $15,000 to over $60,000), chief business officers (under $15,000 to over $50,000) and government relations directors

(under $25,000 to over $50,000). Taken together, these are the staff positions where unique personal abilities and experience can be most important; compensation varies accordingly.

- Budget size has the largest effect upon compensation for on-line managerial positions. Salaries for chief and deputy chief administrators, chief business officers, chief publications officers, public relations directors, computer services managers, accounting managers and chief administrative services officers increased most rapidly between smaller and larger respondents.

  These are positions with responsibilities which are clearly related to organizational size. Managing a larger data base, handling a bigger budget or administering more operations are duties which require higher-paid individuals for effective performance.

- Conversely, salaries for program and support positions change much less with budget size. Editorial assistants, accountants, administrative assistants, program specialists, and librarians are not paid dramatically more in associations with large budgets than they are in associations with smaller ones.

- Geographically, employees in associations based in Chicago, New York or other northeastern locations tend to earn more than those in Washington, D.C. However, salaries for program specialists, program assistants, administrative assistants, and chief administrative services officers were higher in Washington, D.C. than anywhere else in the country. Although insufficient responses often forced elimination of their data, associations in the South and the West/Southwest were consistently at the bottom of the salary scale.

CHIEF ADMINISTRATIVE OFFICER

Is the top paid executive of the association and is responsible for all operations and staff of the "headquarters" office and for representing the association in certain official capacities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $25 K or less	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	$51 K to $55 K	$56 K to $60 K	$61 K to $70 K	Over $ 70 K	Total Number of Respondents
Under $250 K	18 / 45%	4 / 10%	5 / 13%	7 / 18%	1 / 2%	2 / 5%	2 / 5%			1 / 2%	40 = 100%
$250 K to $499 K	8 / 17%	9 / 20%	9 / 20%	4 / 9%	6 / 13%	6 / 13%	3 / 4%		1 / 2%		46 = 100%
$500 K to $999 K		5 / 7%	13 / 19%	15 / 21%	16 / 23%	12 / 17%	3 / 4%	2 / 3%	3 / 4%	1 / 1%	70 = 100%
$1.0 M to $1.5 M		3 / 8%		3 / 8%	7 / 18%	6 / 15%	10 / 26%	3 / 8%	3 / 8%	4 / 9%	39 = 100%
$1.6 M to $3.0 M				4 / 9%	8 / 17%	11 / 24%	8 / 17%	3 / 7%	5 / 11%	7 / 15%	46 = 100%
$3.1 M to $6.0 M			2 / 5%		4 / 11%	5 / 14%	5 / 14%	4 / 11%	6 / 16%	11 / 29%	37 = 100%
Over $6.0 M			1 / 5%				2 / 10%		5 / 23%	13 / 62%	21 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $25 K or less	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	$51 K to $55 K	$56 K to $60 K	$61 K to $70 K	Over $70 K	Total Number of Respondents
Washington, D.C.	5 / 4%	7 / 5%	15 / 11%	17 / 13%	16 / 12%	25 / 19%	17 / 13%	8 / 6%	12 / 9%	13 / 8%	135 = 100%
New York	3 / 6%	1 / 9%	3 / 12%	2 / 8%	1 / 4%	2 / 8%	4 / 15%		2 / 7%	8 / 31%	26 = 100%
Other Northeast	7 / 19%	1 / 3%	4 / 11%	3 / 8%	5 / 14%	7 / 19%	3 / 8%	1 / 3%	2 / 6%	3 / 9%	36 = 100%
Chicago		2 / 5%	4 / 11%	3 / 8%	6 / 16%	2 / 5%	5 / 13%	3 / 8%	5 / 13%	8 / 21%	38 = 100%
Other Midwest	6 / 18%	6 / 17%	1 / 3%	4 / 12%	8 / 23%	3 / 9%	2 / 6%		2 / 6%	2 / 6%	34 = 100%
West/Southwest	4 / 17%	3 / 13%	2 / 9%	3 / 13%	3 / 13%	2 / 9%	1 / 4%			5 / 22%	23 = 100%

Shaded area indicates median range.

DEPUTY CHIEF ADMINISTRATIVE OFFICER

Serves in a 1-over-1 position with the Chief Administrative Officer and is essentially responsible for ongoing management of the association *or* serves as officer in charge in the absence of the CAO and is assigned responsibility for particular administrative or program area(s). May sometimes be called Associate Executive Director, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL										Total Number of Respondents
	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	$51 K to $60 K	Over $60 K	
Under $250 K	6 / 40%	**3 / 20%**	2 / 13%	2 / 13%	1 / 7%	1 / 7%					15 = 100%
$250 K to $499 K	3 / 11%	**11 / 41%**	5 / 18%	3 / 11%	4 / 15%	1 / 4%					27 - 100%
$500 K to $999 K	1 / 2%	7 / 17%	10 / 25%	**9 / 22%**	5 / 12%	6 / 15%	3 / 7%				41 = 100%
$1.0 M to $1.5 M		2 / 9%	2 / 9%	2 / 9%	4 / 20%	**5 / 24%**	5 / 24%	1 / 5%			21 = 100%
$1.6 M to $3.0 M			1 / 4%	1 / 4%	9 / 36%	**8 / 32%**	4 / 16%	1 / 4%	1 / 4%		25 = 100%
$3.1 M to $6.0 M			2 / 8%		4 / 17%	4 / 17%	**3 / 12%**	3 / 12%	4 / 17%	4 / 17%	24 = 100%
Over $6.0 M					1 / 6%		3 / 19%	2 / 12%	**4 / 25%**	6 / 38%	16 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL										Total Number of Respondents
	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	$51 K to $60 K	Over $60 K	
Washington, D.C.	1 / 1%	7 / 9%	10 / 13%	12 / 15%	**10 / 13%**	15 / 19%	10 / 13%	4 / 5%	5 / 6%	5 / 6%	79 = 100%
New York		**4 / 29%**	1 / 7%	1 / 7%	**3 / 22%**	1 / 7%	1 / 7%		2 / 14%	1 / 7%	14 = 100%
Other Northeast	3 / 14%	4 / 19%	2 / 10%	1 / 5%	**5 / 24%**	3 / 14%	3 / 14%				21 = 100%
Chicago		2 / 9%	3 / 13%	2 / 9%	3 / 13%	**3 / 13%**	4 / 17%	1 / 4%		5 / 22%	23 = 100%
Other Midwest	5 / 22%	5 / 22%	**5 / 22%**		6 / 26%		1 / 4%	1 / 4%			23 = 100%
West/Southwest		1 / 12%			1 / 12%	**2 / 26%**		1 / 12%	2 / 26%	1 / 12%	8 = 100%

Shaded area indicates median range.

CHIEF BUSINESS OFFICER

(Might be called Director of Finance and Administration, or might carry title such as Vice President)
Has responsibility for both financial management and administrative operations.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY RANGE

SIZE OF ANNUAL OPERATING BUDGET	$15 K or Less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	Over $50 K	Total Number of Respondents
Under $250 K	3 43%	3 43%							1 14%	7 = 100%
$250 K to $499 K		6 100%								6 = 100%
$500 K to $999 K	1 5%	4 21%	3 16%	7 37%	2 11%	1 5%		1 5%		19 = 100%
$1.0 M to $1.5 M	1 5%	2 10%	7 33%	4 19%	4 19%	3 14%				21 = 100%
$1.6 M to $3.0 M			3 13%	8 35%	5 22%	4 17%	2 9%	1 4%		23 = 100%
$3.1 M to $6.0 M			4 21%	1 5%	5 26%	3 16%	3 16%	3 16%		19 = 100%
Over $6.0 M						1 7%	3 21%	5 36%	5 36%	14 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY RANGE

HEADQUARTERS LOCATION	$15 K or Less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	Over $50 K	Total Number of Respondents
Washington, D.C.	3 6%	8 15%	11 21%	9 17%	7 13%	6 11%	5 9%	3 6%	1 2%	53 = 100%
New York					1 11%	2 22%	1 11%	3 34%	2 22%	9 = 100%
Other Northeast	1 8%	3 23%	1 8%	3 23%	1 8%	2 15%			2 15%	13 = 100%
Chicago		1 5%	3 15%	3 15%	5 25%	2 10%	2 10%	2 10%	2 10%	20 = 100%
Other Midwest	1 9%	2 17%	3 28%	3 28%	1 9%	1 9%				11 = 100%
West/Southwest		1 20%		1 20%			1 20%	2 40%		5 = 100%

Shaded area indicates median range.

CHIEF FINANCE OFFICER

Serves as chief financial officer and is responsible for financial management and control and for overall supervision of financial staff. Does *not* have responsibility for all administrative services for the association.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or Less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $36 K	$36 K to $40 K	$41 K to $45 K	Over $45 K	Total Number of Respondents
Under $250 K	1 / 33%	**2 / 67%**							3 = 100%
$250 K to $499 K	2 / 40%	**1 / 20%**	1 / 20%	1 / 20%					5 = 100%
$500 K to $999 K	1 / 17%	**2 / 33%**	3 / 50%						6 = 100%
$1.0 M to $1.5 M		2 / 33%	**3 / 50%**	1 / 17%					6 = 100%
$1.6 M to $3.0 M		1 / 5%	7 / 37%	**4 / 21%**	5 / 26%	2 / 11%			19 = 100%
$3.1 M to $6.0 M			2 / 12%	4 / 23%	**3 / 18%**	1 / 6%	4 / 23%	3 / 18%	17 = 100%
Over $6.0 M				2 / 12%	1 / 6%	5 / 29%	**1 / 6%**	8 / 47%	17 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$15 K or Less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	Over $45 K	Total Number of Respondents
Washington, D.C.	2 / 6%	3 / 8%	12 / 33%	**6 / 17%**	5 / 14%	3 / 8%	1 / 3%	4 / 11%	36 = 100%
New York			1 / 10%	1 / 10%	2 / 20%	**1 / 10%**	3 / 30%	2 / 20%	10 = 100%
Other Northeast		4 / 45%		**1 / 11%**		2 / 22%	1 / 11%	1 / 11%	9 = 100%
Chicago		1 / 10%		1 / 10%	**3 / 30%**	2 / 20%		3 / 30%	10 = 100%
Other Midwest	INSUFFICIENT RESPONSE								
West/Southwest	1 / 17%		**2 / 33%**	2 / 33%				1 / 17%	6 = 100%

Shaded area indicates median range.

ACCOUNTING MANAGER

Reports to the finance officer or the business officer if a finance officer does not exist. Is responsible for financial accounting and reporting and for supervision of the accounting staff.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $10 K or Less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $250 K	2 / 50%	1 / 25%			1 / 25%		4 = 100%
$250 K to $499 K	3 / 43%	4 / 57%					7 = 100%
$500 K to $999 K		4 / 25%	7 / 44%	4 / 25%	1 / 6%		16 = 100%
$1.0 M to $1.5 M		2 / 29%	5 / 71%				7 = 100%
$1.6 M to $3.0 M		3 / 15%	12 / 60%	2 / 10%	1 / 5%	2 / 10%	20 = 100%
$3.1 M to $6.0 M		3 / 13%	7 / 30%	8 / 35%	2 / 9%	3 / 13%	23 = 100%
Over $6.0 M			4 / 19%	3 / 14%	6 / 29%	8 / 38%	21 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $10 K or Less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Washington, D.C.		7 / 17%	18 / 45%	8 / 20%	2 / 5%	4 / 10%	40 = 100%
New York			3 / 33%	2 / 22%	1 / 12%	3 / 33%	9 = 100%
Other Northeast	1 / 9%	1 / 9%	4 / 37%	1 / 9%	3 / 27%	1 / 9%	11 = 100%
Chicago		2 / 11%	7 / 37%	5 / 26%	4 / 21%	1 / 5%	19 = 100%
Other Midwest	2 / 20%	5 / 50%	2 / 20%			1 / 10%	10 = 100%
West/Southwest	1 / 14%	1 / 14%	1 / 14%	1 / 14%		3 / 44%	7 = 100%

Shaded area indicates median range.

ACCOUNTANT

Reports to the accounting manager or the finance officer if there is no accounting manager. Handles books, financial records, and day-to-day financial transactions.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or Less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $250 K	8 / 62%		2 / 15%	3 / 23%	13 = 100%
$250 K to $499 K	7 / 37%	12 / 63%			19 = 100%
$500 K to $999 K	1 / 4%	16 / 64%	8 / 32%		25 = 100%
$1.0 M to $1.5 M	4 / 17%	11 / 46%	7 / 29%	2 / 8%	24 = 100%
$1.6 M to $3.0 M	1 / 3%	17 / 61%	8 / 29%	2 / 7%	28 = 100%
$3.1 M to $6.0 M		13 / 50%	9 / 35%	4 / 15%	26 = 100%
Over $6.0 M		5 / 39%	2 / 15%	6 / 46%	13 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$10 K or Less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Washington, D.C.	7 / 10%	34 / 51%	16 / 24%	10 / 15%	67 = 100%
New York	1 / 10%	2 / 20%	4 / 40%	3 / 30%	10 = 100%
Other Northeast	7 / 29%	9 / 38%	5 / 21%	3 / 12%	24 = 100%
Chicago		14 / 74%	4 / 21%	1 / 5%	19 = 100%
Other Midwest	5 / 33%	8 / 54%	2 / 13%		15 = 100%
West/Southwest	1 / 10%	3 / 30%	5 / 50%	1 / 10%	10 = 100%

Shaded area indicates median range.

CHIEF ADMINISTRATIVE SERVICES OFFICER

(May be executive-level position, often called Director of Administration or Director of Administrative Services). Is responsible for internal administrateive operations. Ensures that administrative services are provided in the areas of personnel, space, equipment, supplies, facilities, support services, etc. Does *not* have responsibility for the finances of the association. May have responsibility for data processing and membership records functions.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or Less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $40 K	Over $40 K	Total Number of Respondents
Under $250 K	**3 100%**						3 = 100%
$250 K to $499 K	1 33%	**1 33%**		1 33%			3 = 100%
$500 K to $999 K		**5 56%**	2 22%	2 22%			9 = 100%
$1.0 M to $1.5 M	1 10%	**4 40%**	3 30%	1 10%		1 10%	10 = 100%
$1.6 M to $3.0 M		4 31%	2 15%	**5 39%**	2 15%		13 = 100%
$3.1 M to $6.0 M			3 19%	**7 44%**	4 25%	2 12%	16 = 100%
Over $6.0 M		1 13%			**3 37%**	4 50%	8 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$15 K or Less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $40 K	Over $40 K	Total Number of Respondents
Washington, D.C.		7 26%	2 7%	**10 37%**	5 19%	3 11%	27 = 100%
New York		1 12%	2 25%	1 12%	**2 25%**	2 25%	8 = 100%
Other Northeast	1 25%	**1 25%**	1 25%	1 25%			4 = 100%
Chicago		3 30%	**2 20%**	2 20%	2 20%	1 10%	10 = 100%
Other Midwest	**3 60%**		1 20%	1 20%			5 = 100%
West/Southwest	1 14%	**3 44%**		1 14%	1 14%	1 14%	7 = 100%

Shaded area indicates median range.

OFFICE MANAGER

Is responsible for day-to-day administrative functions. May handle purchasing of supplies and supervise secretarial and clerical staff. Reports to the administrative services officer or to the business officer if there is no administrative services officer.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $10 K or Less	$11 K to $15 K	$16 K to $20 K	$21 K to $30 K	Over $30 K	Total Number of Respondents
Under $250 K	4 / 31%	**6 / 46%**	3 / 23%			13 = 100%
$250 K to $499 K	4 / 31%	**8 / 61%**	1 / 8%			13 = 100%
$500 K to $999 K	1 / 5%	**9 / 47%**	6 / 32%	3 / 16%		19 = 100%
$1.0 M to $1.5 M		3 / 43%	**1 / 14%**	3 / 43%		7 = 100%
$1.6 M to $3.0 M		5 / 38%	**7 / 54%**	1 / 8%		13 = 100%
$3.1 M to $6.0 M		1 / 7%	3 / 20%	**9 / 60%**	2 / 13%	15 = 100%
Over $6.0 M			1 / 14%	**4 / 57%**	2 / 29%	7 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $10 K or Less	$11 K to $15 K	$16 K to $20 K	$21 K to $30 K	Over $30 K	Total Number of Respondents
Washington, D.C.	2 / 5%	14 / 37%	**14 / 37%**	7 / 18%	1 / 3%	38 = 100%
New York		2 / 22%	2 / 22%	**4 / 44%**	1 / 12%	9 = 100%
Other Northeast	2 / 15%	**6 / 46%**	3 / 23%	2 / 16%		13 = 100%
Chicago	1 / 6%	6 / 37%	**3 / 19%**	5 / 31%	1 / 7%	16 = 100%
Other Midwest	3 / 38%	**2 / 25%**		2 / 25%	1 / 12%	8 = 100%
West/Southwest		**2 / 67%**	1 / 33%			3 = 100%

Shaded area indicates median range.

PERSONNEL DIRECTOR/ADMINISTRATOR

Is responsible for administration of personnel policies and procedures, including staffing, orientation, record-keeping, payroll, benefit plans, etc. Usually reports to administrative services officer or business officer.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL						Total Number of Respondents
	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	
Under $250 K	2 / 40%	1 / 20%	1 / 20%	1 / 20%			5 = 100%
$250 K to $499 K	2 / 100%						2 = 100%
$500 K to $999 K		2 / 50%	2 / 50%				4 = 100%
$1.0 M to $1.5 M		2 / 67%	1 / 33%				3 = 100%
$1.6 M to $3.0 M		2 / 29%	1 / 14%	1 / 14%	2 / 29%	1 / 14%	7 = 100%
$3.1 M to $6.0 M		1 / 6%	6 / 38%	5 / 31%	3 / 19%	1 / 6%	16 = 100%
Over $6.0 M		2 / 10%	3 / 16%	4 / 21%	3 / 16%	7 / 37%	19 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL						Total Number of Respondents
	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	
Washington, D.C.		7 / 30%	5 / 22%	5 / 22%	4 / 17%	2 / 9%	23 = 100%
New York			1 / 17%	1 / 17%	3 / 50%	1 / 17%	6 = 100%
Other Northeast	1 / 12%	3 / 38%	3 / 38%	1 / 12%			8 = 100%
Chicago		1 / 8%	4 / 34%	3 / 25%	1 / 8%	3 / 25%	12 = 100%
Other Midwest	2 / 40%		2 / 40%			1 / 20%	5 = 100%
West/Southwest	1 / 33%			1 / 33%		1 / 33%	3 = 100%

Shaded area indicates median range.

DIRECTOR/MANAGER OF MEMBERSHIP RECORDS

Responsible for maintenance of membership records, including membership subscription control. Usually reports to administrative services officer or business officer.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	Over $25 K	Total Number of Respondents
Under $250 K	4 / 50%	4 / 50%				8 = 100%
$250 K to $499 K	6 / 33%	10 / 56%	2 / 11%			18 = 100%
$500 K to $999 K	5 / 14%	23 / 66%	7 / 20%			35 = 100%
$1.0 M to $1.5 M	1 / 6%	10 / 55%	5 / 28%	2 / 11%		18 = 100%
$1.6 M to $3.0 M		15 / 52%	7 / 24%	3 / 10%	4 / 14%	29 = 100%
$3.1 M to $6.0 M		6 / 24%	11 / 44%	3 / 12%	5 / 20%	25 = 100%
Over $6.0 M		4 / 22%	5 / 28%	4 / 22%	5 / 28%	18 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	Over $25 K	Total Number of Respondents
Washington, D.C.	6 / 9%	29 / 44%	16 / 24%	6 / 9%	9 / 14%	66 = 100%
New York	1 / 6%	7 / 47%	4 / 27%	1 / 6%	2 / 14%	15 = 100%
Other Northeast	3 / 16%	11 / 58%	3 / 16%	2 / 10%		19 = 100%
Chicago		10 / 48%	7 / 33%	1 / 5%	3 / 14%	21 = 100%
Other Midwest	4 / 25%	7 / 44%	3 / 19%		2 / 12%	16 = 100%
West/Southwest	3 / 25%	5 / 42%	4 / 33%			12 = 100%

Shaded area indicates median range.

COMPUTER SERVICES MANAGER

Responsible for providing computer services throughout the organization, including programming, computer operations, systems analysis, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $250 K	2 / 67%					1 / 33%	3 = 100%
$250 K to $499 K			1 / 50%	1 / 50%			2 = 100%
$500 K to $999 K	2 / 18%	4 / 37%	2 / 18%	1 / 9%	2 / 18%		11 = 100%
$1.0 M to $1.5 M		1 / 25%	1 / 25%		1 / 25%	1 / 25%	4 = 100%
$1.6 M to $3.0 M		4 / 26%	6 / 40%	4 / 26%		1 / 8%	15 = 100%
$3.1 M to $6.0 M		2 / 9%	5 / 22%	10 / 43%	5 / 22%	1 / 4%	23 = 100%
Over $6.0 M			2 / 10%	3 / 15%	4 / 20%	11 / 55%	20 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Washington, D.C.		5 / 19%	6 / 22%	5 / 19%	6 / 22%	5 / 19%	27 = 100%
New York		1 / 13%		1 / 13%	3 / 37%	3 / 37%	8 = 100%
Other Northeast	1 / 12%		2 / 22%	2 / 22%	2 / 22%	2 / 22%	9 = 100%
Chicago	1 / 7%	1 / 7%	7 / 46%	1 / 7%	2 / 13%	3 / 20%	15 = 100%
Other Midwest	2 / 20%	1 / 10%	2 / 20%	4 / 40%		1 / 10%	10 = 100%
West/Southwest		2 / 25%		5 / 63%		1 / 12%	8 = 100%

Shaded area indicates median range.

COMPUTER PROGRAMMER/ANALYST

Participates in analysis, program design, coding, and other applications and programming tasks required to produce reports and computations or to maintain information files. Assists the Computer Services Manager in directing computer operations and serves as second-in-command in the manager's absence.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $250 K	1 / 33%	1 / 33%		1 / 33%			3 = 100%
$250 K to $499 K			1 / 100%				1 = 100%
$500 K to $999 K		4 / 80%	1 / 20%				5 = 100%
$1.0 M to $1.5 M			1 / 100%				1 = 100%
$1.6 M to $3.0 M		4 / 36%	4 / 36%	1 / 9%	1 / 9%	1 / 9%	11 = 100%
$3.1 M to $6.0 M	1 / 7%	4 / 29%	5 / 36%	3 / 21%	1 / 7%		14 = 100%
Over $6.0 M		1 / 6%	4 / 27%	7 / 48%	2 / 13%	1 / 6%	15 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Washington, D.C.		3 / 16%	11 / 61%	1 / 6%	2 / 11%	1 / 6%	18 = 100%
New York			1 / 20%	4 / 80%			5 = 100%
Other Northeast		2 / 33%	2 / 33%	1 / 17%	1 / 17%		6 = 100%
Chicago		6 / 55%	2 / 18%	2 / 18%	1 / 9%		11 = 100%
Other Midwest	1 / 17%	1 / 17%	1 / 17%	3 / 49%			6 = 100%
West/Southwest		1 / 25%	1 / 25%	1 / 25%		1 / 25%	4 = 100%

Shaded area indicates median range.

CHIEF PROGRAM OFFICER

(Might be called Program Director, or might have VP title.) Responsible for the overall direction of program staff and programs carried out by the organization. (Programs could include activities in many areas related to the profession, such as programs on national issues, research activities, educational activities for members, etc.)

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $250 K	1 / 17%	1 / 17%	1 / 17%	2 / 32%			1 / 17%	6 = 100%
$250 K to $499 K				1 / 50%		1 / 50%		2 = 100%
$500 K to $999 K		1 / 6%	5 / 32%	4 / 25%	4 / 25%	1 / 6%	1 / 6%	16 = 100%
$1.0 M to $1.5 M		3 / 23%	2 / 15%	1 / 8%	3 / 23%		4 / 31%	13 = 100%
$1.6 M to $3.0 M			2 / 12%	4 / 25%	6 / 38%	1 / 6%	3 / 19%	16 = 100%
$3.1 M to $6.0 M		2 / 13%	1 / 6%	1 / 6%	2 / 13%	5 / 31%	5 / 31%	16 = 100%
Over $6.0 M				1 / 13%	1 / 13%		6 / 74%	8 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Washington, D.C.		3 / 7%	7 / 16%	9 / 20%	10 / 22%	5 / 11%	11 / 24%	45 = 100%
New York				1 / 33%		1 / 33%	1 / 33%	3 = 100%
Other Northeast		2 / 28%	1 / 14%	1 / 14%	1 / 14%	1 / 14%	1 / 14%	7 = 100%
Chicago			2 / 20%		3 / 30%		5 / 50%	10 = 100%
Other Midwest	1 / 8%	2 / 17%	1 / 8%	4 / 34%	2 / 17%	1 / 8%	1 / 8%	12 = 100%
West/Southwest	INSUFFICIENT RESPONSE							

Shaded area indicates median range.

DIRECTOR OF RESEARCH

Responsible for research programs of the association. (This position would usually be in addition to the chief program officer and would exist when an organization has a large research/technical program in addition to other general programs.) This position also may be an officer level position in some organizations.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL								
	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $40 K	$41 K to $50 K	Over $50 K	Total Number of Respondents
Under $250 K	**2 50%**	1 25%			1 25%			4 = 100%
$250 K to $499 K		1 33%	**2 67%**					3 = 100%
$500 K to $999 K	1 11%	**5 56%**	1 11%	2 22%				9 = 100%
$1.0 M to $1.5 M		1 17%	**2 33%**	1 17%	2 33%			6 = 100%
$1.6 M to $3.0 M			1 8%	3 25%	**6 50%**	2 17%		12 = 100%
$3.1 M to $6.0 M		2 13%	2 13%	2 13%	**5 30%**	2 13%	3 18%	16 = 100%
Over $6.0 M			1 9%	1 9%	3 27%	**3 27%**	3 27%	11 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL							
	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $40 K	$41 K to $50 K	Over $50 K	Total Number of Respondents
Washington, D.C.		3 10%	8 28%	**7 24%**	8 28%	3 10%		29 = 100%
New York		1 17%		1 17%	**1 17%**	1 17%	2 32%	6 = 100%
Other Northeast	2 25%	**3 38%**	1 12%		2 25%			8 = 100%
Chicago		2 25%		1 12%	**2 25%**	1 12%	2 25%	8 - 100%
Other Midwest	1 25%			**1 25%**	1 25%	1 25%		4 = 100%
West/Southwest		1 20%			1 20%	**1 20%**	2 40%	5 = 100%

Shaded area indicates median range.

LEGAL COUNSEL

The chief legal officer for the association. An attorney responsible for advising and representing the association on legal matters. This position would generally *not* be responsible for government relations activities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	Over $50 K	Total Number of Respondents
Under $250 K	**5 / 72%**	1 / 14%	1 / 14%						7 = 100%
$250 K to $499 K	**6 / 100%**								6 = 100%
$500 K to $999 K	2 / 20%	**4 / 40%**		1 / 10%	1 / 10%	1 / 10%		1 / 10%	10 = 100%
$1.0 M to $1.5 M		**2 / 50%**	1 / 25%		1 / 25%				4 = 100%
$1.6 M to $3.0 M		1 / 20%	1 / 20%	**2 / 40%**			1 / 20%		5 = 100%
$3.1 M to $6.0 M		1 / 10%	2 / 20%	1 / 10%	**3 / 30%**	1 / 10%	1 / 10%	1 / 10%	10 = 100%
Over $6.0 M		1 / 10%		1 / 10%	2 / 20%		**1 / 10%**	5 / 50%	10 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	Over $50 K	Total Number of Respondents
Washington, D.C.	2 / 10%	2 / 10%	2 / 10%	**5 / 25%**	3 / 15%	1 / 5%	3 / 15%	2 / 10%	20 = 100%
New York	INSUFFICIENT RESPONSE								
Other Northeast	4 / 36%	**5 / 46%**			2 / 18%				11 = 100%
Chicago	1 / 12%	2 / 26%		**1 / 12%**	1 / 12%			3 / 38%	8 = 100%
Other Midwest	**4 / 58%**	1 / 14%			1 / 14%	1 / 14%			7 = 100%
West/Southwest	1 / 33%		**2 / 67%**						3 = 100%

Shaded area indicates median range.

DIRECTOR OF GOVERNMENT RELATIONS

Responsible for liaison with Congress and government agencies to represent association's interests in Washington. Directs Washington office, if there is one, and if headquarters is not in Washington. May have responsibility for obtaining Federal grants. Individual does not necessarily have a law degree, but if so, may provide legal counsel to the association on a limited basis in the absence of an in-house legal counsel.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$25 K or less	$26 K to $30 K	$31 K to $35 K	$36K to $40 K	$41 K to $45 K	$46 K to $50 K	Over $50 K	Total Number of Respondents
Under $250 K	3 / 100%							3 = 100%
$250 K to $499 K	3 / 50%	1 / 17%	2 / 33%					6 = 100%
$500 K to $999 K	2 / 33%	2 / 33%	1 / 17%	1 / 17%				6 = 100%
$1.0 M to $1.5 M	3 / 23%	3 / 23%		4 / 31%		2 / 15%	1 / 8%	13 = 100%
$1.6 M to $3.0 M	4 / 23%	1 / 6%	7 / 41%	3 / 18%	2 / 12%			17 = 100%
$3.1 M to $6.0 M	2 / 12%		7 / 41%	5 / 29%	1 / 6%		2 / 12%	17 = 100%
Over $6.0 M		4 / 22%	1 / 6%	3 / 17%	3 / 17%		7 / 38%	18 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$25 K or less	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	Over $50 K	Total Number of Respondents
Washington, D.C.	8 / 16%	7 / 14%	15 / 30%	12 / 24%	1 / 2%	2 / 4%	5 / 10%	50 = 100%
New York		2 / 40%			2 / 40%		1 / 20%	5 = 100%
Other Northeast	5 / 56%	1 / 11%		1 / 11%	1 / 11%		1 / 11%	9 = 100%
Chicago	2 / 17%	3 / 25%	1 / 8%	2 / 17%	1 / 8%		3 / 25%	12 = 100%
Other Midwest	1 / 25%		2 / 50%		1 / 25%			4 = 100%
West/Southwest	1 / 25%			2 / 50%			1 / 25%	4 = 100%

Shaded area indicates median range.

DIRECTOR/COORDINATOR OF GRANTS

Responsible for direction of the association's program for obtaining government and other grants. This position usually exists when association has a large grants program.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $250 K	3 / 60%			1 / 20%	1 / 20%		5 = 100%
$250 K to $499 K				2 / 100%			2 = 100%
$500 K to $999 K		2 / 33%	3 / 50%	1 / 17%			6 = 100%
$1.0 M to $1.5 M	1 / 33%	1 / 33%				1 / 33%	3 = 100%
$1.6 M to $3.0 M			1 / 50%		1 / 50%		2 = 100%
$3.1 M to $6.0 M	1 / 14%	1 / 14%	1 / 14%	2 / 29%		2 / 29%	7 = 100%
Over $6.0 M	1 / 17%			1 / 17%		4 / 66%	6 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Washington, D.C.	3 / 15%	4 / 20%	3 / 15%	5 / 25%	2 / 10%	3 / 15%	20 = 100%
New York	INSUFFICIENT RESPONSE						
Other Northeast	2 / 50%			2 / 50%			4 = 100%
Chicago	1 / 25%		1 / 25%			2 / 50%	4 = 100%
Other Midwest	1 / 33%	1 / 33%		1 / 33%			3 = 100%
West/Southwest			1 / 33%			2 / 67%	3 = 100%

Shaded area indicates median range.

PROGRAM SPECIALIST

(May be called staff associate, education specialist, etc.) Is responsible for particular program area in which association is engaged. Is expert in the area with related educational background and previous experience.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $250 K	3 / 50%			2 / 33%	1 / 17%				6 = 100%
$250 K to $499 K		4 / 40%	1 / 10%	2 / 20%	1 / 10%	2 / 20%			10 = 100%
$500 K to $999 K		2 / 9%	10 / 43%	6 / 26%	5 / 22%				23 = 100%
$1.0 M to $1.5 M		3 / 19%	3 / 19%	5 / 31%	2 / 12%	2 / 12%		1 / 7%	16 = 100%
$1.6 M to $3.0 M		1 / 6%	4 / 27%	4 / 27%	2 / 13%	3 / 21%	1 / 6%		15 = 100%
$3.1 M to $6.0 M		1 / 6%	5 / 28%	3 / 17%	2 / 11%	3 / 17%	3 / 17%	1 / 6%	18 = 100%
Over $6.0 M		1 / 8%	1 / 8%	6 / 46%	4 / 31%	1 / 8%			13 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Washington, D.C.		5 / 9%	14 / 24%	24 / 41%	8 / 14%	6 / 10%		1 / 2%	58 = 100%
New York			1 / 25%		2 / 50%		1 / 25%		4 = 100%
Other Northeast	2 / 20%	2 / 20%	2 / 20%	2 / 20%	2 / 20%				10 = 100%
Chicago		1 / 7%	6 / 40%	1 / 7%	2 / 13%	2 / 13%	2 / 13%	1 / 7%	15 = 100%
Other Midwest	1 / 12%	3 / 38%	1 / 12%	2 / 25%		1 / 12%			8 = 100%
West/Southwest					1 / 25%	2 / 50%	1 / 25%		4 = 100%

Shaded area indicates median range.

PROGRAM ASSISTANT

Works on specific association programs, often serving an internship or on a limited time basis. May perform limited administrative functions directly related to the program. Usually has educational background in professional area of the association or education.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $250 K	1 50%	1 50%			2 = 100%
$250 K to $499 K	5 83%	1 17%			6 = 100%
$500 K to $999 K	1 8%	7 53%	4 31%	1 8%	13 = 100%
$1.0 M to $1.5 M	1 7%	9 65%	2 14%	2 14%	14 = 100%
$1.6 M to $3.0 M	1 6%	8 50%	7 44%		16 = 100%
$3.1 M to $6.0 M		5 42%	4 33%	3 25%	12 = 100%
Over $6.0 M		5 50%	5 50%		10 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Washington, D.C.	3 7%	26 58%	14 31%	2 4%	45 = 100%
New York	1 25%	1 25%	1 25%	1 25%	4 = 100%
Other Northeast	1 33%	1 33%		1 33%	3 = 100%
Chicago		8 66%	4 36%	1 9%	11 = 100%
Other Midwest	3 60%	1 20%	1 20%		5 = 100%
West/Southwest		1 33%	2 67%		3 = 100%

Shaded area indicates median range.

LIBRARIAN

Is responsible for maintaining the library of the association. This is a full-time position.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	Over $25 K	Total Number of Respondents
Under $250 K	**4 / 100%**					4 = 100%
$250 K to $499 K	1 / 25%	**2 / 50%**			1 / 25%	4 = 100%
$500 K to $999 K	1 / 10%	**5 / 50%**	3 / 30%	1 / 10%		10 = 100%
$1.0 M to $1.5 M	1 / 33%	**1 / 33%**	1 / 33%			3 = 100%
$1.6 M to $3.0 M		**10 / 83%**	2 / 17%			12 = 100%
$3.1 M to $6.0 M		4 / 31%	**5 / 39%**	2 / 15%	2 / 15%	13 = 100%
Over $6.0 M		2 / 17%	**7 / 58%**	2 / 17%	1 / 8%	12 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	Over $25 K	Total Number of Respondents
Washington, D.C.		9 / 47%	**6 / 32%**	3 / 16%	1 / 5%	19 = 100%
New York		**4 / 57%**	2 / 29%	1 / 14%		7 = 100%
Other Northeast	4 / 37%	3 / 27%	**3 / 27%**		1 / 9%	11 = 100%
Chicago		**4 / 36%**	5 / 46%	1 / 9%	1 / 9%	11 = 100%
Other Midwest	2 / 33%	**3 / 50%**			1 / 17%	6 = 100%
West/Southwest	1 / 20%	**2 / 40%**	1 / 20%	1 / 20%		5 = 100%

Shaded area indicates median range.

DIRECTOR OF MEMBERSHIP DEVELOPMENT/SERVICES

Responsible for directing promotional activities to attract new members and for special membership program, such as insurance, membership trips, etc. Would *not* usually include educational programs which require technical knowledge or background in the profession of the association. Such educational programs would be handled by a program specialist or the program director.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $250 K	3 / 43%	1 / 14%			1 / 14%			2 / 29%	7 = 100%
$250 K to $499 K	1 / 10%	1 / 10%		2 / 20%				6 / 60%	10 = 100%
$500 K to $999 K	1 / 5%	4 / 21%	2 / 11%	5 / 26%	2 / 11%			5 / 26%	19 = 100%
$1.0 M to $1.5 M		1 / 11%	1 / 11%	4 / 45%	1 / 11%		1 / 11%	1 / 11%	9 = 100%
$1.6 M to $3.0 M		2 / 9%	5 / 23%	4 / 18%	4 / 18%	1 / 4%	3 / 14%	3 / 14%	22 = 100%
$3.1 M to $6.0 M			3 / 16%	6 / 32%	6 / 32%		3 / 16%	1 / 6%	19 = 100%
Over $6.0 M			1 / 9%	1 / 9%	2 / 18%	2 / 18%	2 / 18%	3 / 28%	11 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Washington, D.C.	2 / 4%	3 / 7%	6 / 14%	8 / 17%	7 / 16%	3 / 7%	6 / 14%	9 / 21%	44 = 100%
New York			1 / 20%	2 / 40%	1 / 20%			1 / 20%	5 = 100%
Other Northeast	2 / 17%	2 / 17%		2 / 17%	2 / 17%			4 / 32%	12 = 100%
Chicago		2 / 12%	3 / 18%	2 / 12%	3 / 18%		3 / 18%	4 / 22%	17 = 100%
Other Midwest	1 / 8%	1 / 8%	2 / 17%	5 / 42%	1 / 8%			2 / 17%	12 = 100%
West/Southwest		1 / 25%		1 / 25%	1 / 25%			1 / 25%	4 = 100%

Shaded area indicates median range.

DIRECTOR OF PUBLIC RELATIONS/PUBLIC INFORMATION

(Could be executive-level position if has responsibility for all types of public relations, member relations, government relations, and perhaps even publications.) Is responsible for projecting an appropriate image of the organization and for appropriate dissemination of information regarding association activities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL									
	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	Over $45 K	Total Number of Respondents
Under $250 K	3 / 43%	1 / 14%	1 / 14%	2 / 29%						7 = 100%
$250 K to $499 K		1 / 20%	3 / 60%	1 / 20%						5 = 100%
$500 K to $999 K		6 / 37%	3 / 19%	7 / 44%						16 = 100%
$1.0 M to $1.5 M		5 / 31%	3 / 19%	3 / 19%	3 / 19%			1 / 6%	1 / 6%	16 = 100%
$1.6 M to $3.0 M		1 / 6%	3 / 17%	9 / 53%	1 / 6%		3 / 18%			17 = 100%
$3.1 M to $6.0 M			5 / 18%	6 / 21%	6 / 21%	6 / 21%	1 / 4%	1 / 4%	3 / 11%	28 = 100%
Over $6.0 M				2 / 11%	3 / 17%	3 / 17%	2 / 11%	2 / 11%	6 / 33%	18 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL									
	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	Over $45 K	Total Number of Respondents
Washington, D.C.	1 / 2%	4 / 8%	7 / 15%	19 / 40%	5 / 11%	4 / 8%	3 / 6%	1 / 2%	4 / 8%	48 = 100%
New York			1 / 11%	2 / 22%	1 / 11%	2 / 22%	1 / 11%	1 / 11%	1 / 11%	9 = 100%
Other Northeast	1 / 6%	6 / 35%	3 / 18%	4 / 23%	1 / 6%	1 / 6%		1 / 6%		17 = 100%
Chicago		2 / 12%	2 / 12%	2 / 12%	4 / 23%	2 / 12%	1 / 6%		4 / 23%	17 = 100%
Other Midwest	1 / 11%	2 / 22%	2 / 22%	2 / 22%	1 / 11%				1 / 11%	9 = 100%
West/Southwest			2 / 40%			1 / 20%	1 / 20%	1 / 20%		5 = 100%

Shaded area indicates median range.

CONFERENCE/ANNUAL MEETING DIRECTOR

Has full responsibility for overall development and direction of association's annual conference/meeting. Responsibility would include the development of educational and other programs for the meeting. Usually, this individual would have background in the progession as well as extensive experience in conference development and management. Physical arrangements for the conference generally would be handled by an assistant. This position may be an executive-level position.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Under $250 K	**4 67%**					2 33%	6 = 100%
$250 K to $499 K		**2 50%**	2 50%				4 = 100%
$500 K to $999 K		**6 50%**	4 33%	2 17%			12 = 100%
$1.0 M to $1.5 M	3 23%	2 15%	**3 23%**	2 15%	2 15%	1 9%	13 = 100%
$1.6 M to $3.0 M	1 3%	12 40%	**7 24%**	6 20%	3 10%	1 3%	30 = 100%
$3.1 M to $6.0 M		3 14%	2 9%	**6 27%**	7 32%	4 18%	22 = 100%
Over $6.0 M				4 40%		**6 60%**	10 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Washington, D.C.	4 8%	14 29%	**9 19%**	8 17%	6 12%	7 15%	48 = 100%
New York		1 20%		**2 40%**	1 20%	1 20%	5 = 100%
Other Northeast	2 26%	1 12%	**2 25%**	1 12%	1 12%	1 12%	8 = 100%
Chicago		5 24%	2 9%	**5 24%**	4 19%	5 24%	21 = 100%
Other Midwest	1 11%	2 22%	**2 22%**	3 34%	1 11%		9 = 100%
West/Southwest	1 25%	**2 50%**	1 25%				4 = 100%

Shaded area indicates median range.

CONFERENCE COORDINATOR

(This position is contrasted with the conference director position described previously. In comparison, this position is a junior-level position.) Has responsibility for coordination of arrangements for the annual conference/meeting and other meetings of the association. Does *not* have responsibility for development of programs for the conference. In this situation the volunteers would usually handle the programmatic content of the annual meeting. The physical arrangements and the exhibitions would be handled by the conference coordinator described here.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL						Total Number of Respondents
	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	
Under $250 K	1 / 25%	1 / 25%	1 / 25%		1 / 25%		4 = 100%
$250 K to $499 K		2 / 40%	2 / 40%	1 / 20%			5 = 100%
$500 K to $999 K	1 / 5%	10 / 45%	8 / 36%	2 / 9%	1 / 5%		22 = 100%
$1.0 M to $1.5 M	1 / 13%	2 / 29%	2 / 29%	2 / 29%			7 = 100%
$1.6 M to $3.0 M		10 / 47%	9 / 43%		1 / 5%	1 / 5%	21 = 100%
$3.1 M to $6.0 M		4 / 22%	11 / 61%	2 / 11%	1 / 6%		18 = 100%
Over $6.0 M		2 / 16%	5 / 37%	2 / 16%	3 / 23%	1 / 8%	13 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL						Total Number of Respondents
	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	
Washington, D.C.	1 / 3%	10 / 26%	22 / 58%	4 / 10%	1 / 3%		38 = 100%
New York		2 / 22%	4 / 45%		2 / 22%	1 / 11%	9 = 100%
Other Northeast		5 / 72%		1 / 14%	1 / 14%		7 = 100%
Chicago		5 / 26%	7 / 37%	5 / 26%	2 / 11%		19 = 100%
Other Midwest	2 / 18%	4 / 36%	4 / 36%		1 / 10%		11 = 100%
West/Southwest		1 / 25%	2 / 50%			1 / 25%	4 = 100%

Shaded area indicates median range.

CHIEF PUBLICATIONS OFFICER

(May be called Publications Director or may have vice president title.) Is responsible for total publications program of the association, including all aspects of publications and publications staff. Individual would usually also have background or knowledge of the profession represented by the association. (May be listed as official editor of association's publications.)

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	Over $45 K	Total Number of Respondents
Under $250 K	5 / 83%						1 / 17%		6 = 100%
$250 K to $499 K	3 / 75%	1 / 25%							4 = 100%
$500 K to $999 K	3 / 12%	8 / 32%	3 / 12%	5 / 20%	3 / 12%	1 / 4%	1 / 4%	1 / 4%	25 = 100%
$1.0 M to $1.5 M	2 / 11%	3 / 16%	5 / 26%	6 / 31%	2 / 11%		1 / 5%		19 = 100%
$1.6 M to $3.0 M	2 / 8%	3 / 11%	9 / 35%	5 / 19%	4 / 16%	3 / 11%			26 = 100%
$3.1 M to $6.0 M		3 / 12%	2 / 8%	4 / 16%	7 / 28%	3 / 12%	2 / 8%	4 / 16%	25 = 100%
Over $6.0 M		1 / 6%		3 / 18%	2 / 12%	2 / 12%	2 / 12%	7 / 40%	17 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	Over $45 K	Total Number of Respondents
Washington, D.C.	5 / 9%	8 / 14%	8 / 14%	11 / 20%	11 / 20%	6 / 11%	3 / 5%	4 / 7%	56 = 100%
New York	1 / 9%	2 / 18%		2 / 18%	1 / 9%		1 / 9%	4 / 37%	11 = 100%
Other Northeast	2 / 17%	1 / 8%	1 / 8%	1 / 8%	4 / 34%	2 / 17%	1 / 8%		12 = 100%
Chicago	1 / 5%	7 / 31%	2 / 9%	4 / 18%	1 / 5%	2 / 9%	1 / 5%	4 / 18%	22 = 100%
Other Midwest	3 / 23%	2 / 15%	3 / 23%	3 / 23%	1 / 8%		1 / 8%		13 = 100%
West/Southwest	2 / 22%		3 / 34%	1 / 11%	2 / 22%	1 / 11%			9 = 100%

Shaded area indicates median range.

EDITORIAL MANAGER

(Often called Publications Business Manager.) Responsible for overseeing the actual publication of materials produced by the association, handling all physical details such as printing, binding, graphics, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Under $250 K	3 / 38%	2 / 25%		2 / 25%			1 / 12%	8 = 100%
$250 K to $499 K		3 / 50%	3 / 50%					6 = 100%
$500 K to $999 K	1 / 9%	3 / 27%	4 / 37%	3 / 27%				11 = 100%
$1.0 M to $1.5 M		3 / 20%	8 / 53%	4 / 27%				15 = 100%
$1.6 M to $3.0 M	1 / 6%	1 / 6%	8 / 47%	3 / 18%	4 / 23%			17 = 100%
$3.1 M to $6.0 M		4 / 14%	10 / 35%	10 / 35%	3 / 10%	1 / 3%	1 / 3%	29 = 100%
Over $6.0 M				4 / 33%	4 / 33%	1 / 9%	3 / 25%	12 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Washington, D.C.		5 / 12%	16 / 38%	16 / 38%	3 / 7%		2 / 5%	42 = 100%
New York			3 / 38%	3 / 38%		1 / 12%	1 / 12%	8 = 100%
Other Northeast	1 / 8%	1 / 8%	3 / 23%	4 / 30%	3 / 23%		1 / 8%	13 = 100%
Chicago	1 / 7%	3 / 20%	4 / 27%	2 / 13%	2 / 13%	1 / 7%	2 / 13%	15 = 100%
Other Midwest	1 / 13%	1 / 13%	5 / 61%	1 / 13%				8 = 100%
West/Southwest	2 / 20%	4 / 40%	1 / 10%		3 / 30%			10 = 100%

Shaded area indicates median range.

EDITOR

Responsible for text and copy editing and other editorial functions related to production of association publication(s). In some instances a position at this level may be responsible for overall coordination of the association's program when no technical expertise or background in the profession is required.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $250 K	6 / 50%	3 / 26%	1 / 8%		1 / 8%		1 / 8%		12 = 100%
$250 K to $499 K	5 / 42%	4 / 34%		1 / 8%	1 / 8%	1 / 8%			12 = 100%
$500 K to $999 K	2 / 7%	11 / 35%	8 / 26%	6 / 19%	3 / 10%			1 / 3%	31 = 100%
$1.0 M to $1.5 M		3 / 23%	6 / 46%	3 / 23%			1 / 8%		13 = 100%
$1.6 M to $3.0 M		3 / 13%	8 / 35%	5 / 22%	3 / 13%	3 / 13%		1 / 4%	23 = 100%
$3.1 M to $6.0 M	1 / 3%	3 / 10%	9 / 30%	7 / 24%	6 / 20%	1 / 3%	1 / 3%	2 / 7%	30 = 100%
Over $6.0 M			4 / 22%	6 / 33%	5 / 27%	1 / 6%	1 / 6%	1 / 6%	18 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Washington, D.C.	3 / 5%	14 / 22%	17 / 26%	14 / 22%	9 / 14%	3 / 5%	2 / 3%	2 / 3%	64 = 100%
New York	1 / 8%	1 / 8%	3 / 22%	4 / 30%	2 / 15%		1 / 8%	1 / 8%	13 = 100%
Other Northeast	3 / 15%	5 / 25%	5 / 25%	2 / 10%	2 / 10%	2 / 10%	1 / 5%		20 = 100%
Chicago		3 / 17%	5 / 28%	4 / 22%	3 / 17%	1 / 5%		2 / 11%	18 = 100%
Other Midwest	4 / 33%	1 / 9%	4 / 33%	2 / 16%	1 / 9%				12 = 100%
West/Southwest	1 / 11%	2 / 22%	3 / 33%	2 / 22%	1 / 11%				9 = 100%

Shaded area indicates median range.

ASSISTANT OR ASSOCIATE EDITOR

Responsible for limited text editing, copy editing, and other editorial functions for one or more publications.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Total Number of Respondents
Under $250 K	1 / 25%	1 / 25%	1 / 25%		1 / 25%	4 = 100%
$250 K to $499 K	3 / 43%	4 / 57%				7 = 100%
$500 K to $999 K	2 / 9%	13 / 59%	6 / 27%	1 / 5%		22 = 100%
$1.0 M to $1.5 M		11 / 84%	1 / 8%	1 / 8%		13 = 100%
$1.6 M to $3.0 M	1 / 4%	13 / 52%	6 / 24%	4 / 16%	1 / 4%	25 = 100%
$3.1 M to $6.0 M	1 / 3%	14 / 53%	7 / 26%	4 / 15%	1 / 3%	27 = 100%
Over $6.0 M		5 / 28%	8 / 44%	4 / 22%	1 / 6%	18 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Total Number of Respondents
Washington, D.C.	5 / 10%	23 / 47%	13 / 27%	7 / 14%	1 / 2%	49 = 100%
New York		7 / 64%	2 / 18%	1 / 9%	1 / 9%	11 = 100%
Other Northeast		9 / 56%	4 / 25%	2 / 13%	1 / 6%	16 = 100%
Chicago		7 / 35%	9 / 45%	3 / 15%	1 / 5%	20 = 100%
Other Midwest	2 / 15%	9 / 69%	1 / 8%	1 / 8%		13 = 100%
West/Southwest		4 / 80%	1 / 20%			5 = 100%

Shaded area indicates median range.

EDITORIAL ASSISTANT

Often training position. Responsible for some copy editing, proofreading, and clerical functions related to publications activities.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	Over $15 K	Total Number of Respondents
Under $250 K	1 / 33%	**2 / 67%**		3 = 100%
$250 K to $499 K	**1 / 50%**	1 / 50%		2 = 100%
$500 K to $999 K	6 / 43%	**8 / 57%**		14 - 100%
$1.0 M to $1.5 M	**8 / 53%**	6 / 40%	1 / 7%	15 = 100%
$1.6 M to $3.0 M	2 / 8%	**21 / 88%**	1 / 4%	24 = 100%
$3.1 M to $6.0 M	2 / 9%	**20 / 87%**	1 / 4%	23 = 100%
Over $6.0 M		**14 / 88%**	2 / 12%	16 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$10 K or less	$11 K to $15 K	Over $15 K	Total Number of Respondents
Washington, D.C.	9 / 21%	**31 / 70%**	4 / 9%	44 = 100%
New York	2 / 22%	**7 / 78%**		9 = 100%
Other Northeast	2 / 15%	**11 / 85%**		13 = 100%
Chicago		**14 / 100%**		14 = 100%
Other Midwest	**7 / 64%**	4 / 36%		11 = 100%
West/Southwest		**4 / 80%**	1 / 20%	5 = 100%

Shaded area indicates median range.

MANAGER, ADVERTISING SALES

Responsible for selling advertising in the association's publications. May also be responsible for handling promotions for association publications such as books, manuals, etc.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Under $250 K	2 67%						1 33%	3 = 100%
$250 K to $499 K	1 50%		1 50%					2 = 100%
$500 K to $999 K	2 17%	3 25%	4 33%	2 17%	1 8%			12 = 100%
$1.0 M to $1.5 M		3 38%	3 38%	1 12%		1 12%		8 = 100%
$1.6 M to $3.0 M		9 43%	5 24%	3 14%	1 5%	2 9%	1 5%	21 = 100%
$3.1 M to $6.0 M	1 6%	3 19%	4 25%	1 6%	4 25%		3 19%	16 = 100%
Over $6.0 M		2 17%	2 17%	2 17%	1 8%	1 8%	4 33%	12 - 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Washington, D.C.	1 4%	9 31%	8 29%	5 18%	2 7%	2 7%	1 4%	28 = 100%
New York			2 33%				4 67%	6 = 100%
Other Northeast	1 10%	2 20%	3 30%			3 30%	1 10%	10 = 100%
Chicago	1 7%	4 28%	2 14%	1 7%	3 22%		3 22%	14 = 100%
Other Midwest	3 27%	4 37%	3 27%	1 9%				11 = 100%
West/Southwest		1 25%	1 25%	1 25%	1 25%			4 = 100%

Shaded area indicates median range.

ADMINISTRATIVE ASSISTANT or EXECUTIVE SECRETARY TO THE CHIEF STAFF EXECUTIVE

Responsible for administrative and secretarial support for the chief staff executive. Performs duties of a complex and highly confidential nature which require initiative, judgment, and knowledge of the association's practices, policies, and organization.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $250 K	7 / 30%	12 / 52%	3 / 13%	1 / 5%	23 = 100%
$250 K to $499 K	8 / 33%	13 / 54%	3 / 13%	/	24 = 100%
$500 K to $999 K	5 / 9%	33 / 61%	16 / 30%	/	54 = 100%
$1.0 M to $1.5 M	3 / 9%	16 / 48%	9 / 27%	5 / 15%	33 = 100%
$1.6 M to $3.0 M	/	27 / 71%	10 / 26%	1 / 3%	38 = 100%
$3.1 M to $6.0 M	/	9 / 27%	13 / 38%	12 / 35%	34 = 100%
Over $6.0 M	/	8 / 40%	10 / 50%	2 / 10%	20 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Washington, D.C.	5 / 5%	50 / 49%	36 / 35%	12 / 11%	103 = 100%
New York	3 / 13%	11 / 48%	7 / 30%	2 / 9%	23 = 100%
Other Northeast	6 / 22%	16 / 59%	3 / 11%	2 / 8%	27 = 100%
Chicago	1 / 3%	15 / 52%	8 / 28%	5 / 17%	29 = 100%
Other Midwest	7 / 28%	13 / 52%	4 / 16%	1 / 4%	25 = 100%
West/Southwest	2 / 12%	10 / 59%	4 / 23%	1 / 6%	17 = 100%

Shaded area indicates median range.

ADMINISTRATIVE ASSISTANT/SENIOR SECRETARY

Responsible for administrative and secretarial support for a division director or similar executive other than the chief staff executive. Performs a wide variety of responsible and complex administrative and secretarial tasks which require initiative and judgment.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	Total Number of Respondents
Under $250 K	7 / 78%	2 / 22%			9 = 100%
$250 K to $499 K	6 / 30%	13 / 65%	1 / 5%		20 = 100%
$500 K to $999 K	5 / 16%	24 / 77%	2 / 7%		31 = 100%
$1.0 M to $1.5 M	2 / 8%	19 / 76%	4 / 16%		25 = 100%
$1.6 M to $3.0 M		31 / 94%	2 / 6%		33 = 100%
$3.1 M to $6.0 M	1 / 3%	19 / 58%	12 / 36%	1 / 3%	33 = 100%
Over $6.0 M		19 / 90%	2 / 10%		21 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $10 K or less	$11 K to $15 K	$16 K to $20 K	$21 K to $25 K	Total Number of Respondents
Washington, D.C.	6 / 7%	65 / 77%	13 / 15%	1 / 1%	85 = 100%
New York	2 / 12%	12 / 70%	3 / 18%		17 = 100%
Other Northeast	5 / 24%	14 / 67%	2 / 9%		21 = 100%
Chicago		19 / 83%	4 / 17%		23 = 100%
Other Midwest	3 / 27%	8 / 73%			11 = 100%
West/Southwest	3 / 25%	7 / 58%	2 / 17%		12 = 100%

Shaded area indicates median range.

JUNIOR SECRETARY/ADMINISTRATIVE AIDE

Responsible for secretarial and routine administrative support for one or more department managers or professional staff members. Performs a variety of responsible secretarial and office support functions.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$ 9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	5 / 36%	8 / 57%	1 / 7%		14 = 100%
$250 K to $499 K	6 / 50%	5 / 42%	1 / 8%		12 = 100%
$500 K to $999 K	3 / 7%	30 / 65%	12 / 26%	1 / 2%	46 = 100%
$1.0 M to $1.5 M	5 / 16%	18 / 56%	8 / 25%	1 / 3%	32 = 100%
$1.6 M to $3.0 M	1 / 3%	32 / 84%	4 / 10%	1 / 3%	38 = 100%
$3.1 M to $6.0 M		20 / 59%	11 / 32%	3 / 9%	34 = 100%
Over $6.0 M		13 / 62%	8 / 38%		21 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$8 K or less	$ 9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.	1 / 1%	65 / 73%	22 / 25%	1 / 1%	89 = 100%
New York	1 / 6%	9 / 53%	6 / 35%	1 / 6%	17 = 100%
Other Northeast	7 / 29%	14 / 58%	2 / 8%	1 / 4%	24 = 100%
Chicago	2 / 7%	18 / 60%	9 / 30%	1 / 3%	30 = 100%
Other Midwest	7 / 39%	10 / 55%	1 / 6%		18 = 100%
West/Southwest		9 / 70%	2 / 15%	2 / 15%	13 = 100%

Shaded area indicates median range.

CLERK TYPIST

Performs a variety of general clerical and typing tasks within an association department or other organizational unit. May work in typing pool.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	Total Number of Respondents
Under $250 K	13 / 65%	6 / 30%	1 / 5%	20 = 100%
$250 K to $499 K	12 / 55%	10 / 45%		22 = 100%
$500 K to $999 K	11 / 22%	38 / 74%	2 / 4%	49 = 100%
$1.0 M to $1.5 M	6 / 24%	18 / 72%	1 / 4%	25 = 100%
$1.6 M to $3.0 M	7 / 21%	23 / 70%	3 / 9%	33 = 100%
$3.1 M to $6.0 M	9 / 26%	26 / 74%		35 = 100%
Over $6.0 M	5 / 25%	15 / 75%		20 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	Total Number of Respondents
Washington, D.C.	15 / 17%	65 / 76%	6 / 7%	86 = 100%
New York	8 / 44%	9 / 50%	1 / 6%	18 = 100%
Other Northeast	12 / 48%	13 / 52%		25 = 100%
Chicago	9 / 27%	24 / 73%		33 = 100%
Other Midwest	13 / 57%	10 / 43%		23 = 100%
West/Southwest	5 / 33%	9 / 60%	1 / 7%	15 = 100%

Shaded area indicates median range.

DATA PROCESSING CLERK

Responsible for monitoring data input and output for computer operation. Reviews coding and input forms and checks output reports. Position requires general knowledge of data processing and understanding of association's computer system and programs.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	1 / 100%				1 = 100%
$250 K to $499 K	3 / 75%	1 / 25%			4 = 100%
$500 K to $999 K	2 / 11%	11 / 61%	4 / 22%	1 / 6%	18 = 100%
$1.0 M to $1.5 M	3 / 23%	7 / 54%	3 / 23%		13 = 100%
$1.6 M to $3.0 M	3 / 14%	15 / 68%	4 / 18%		22 = 100%
$3.1 M to $6.0 M	3 / 11%	13 / 48%	7 / 26%	4 / 15%	27 = 100%
Over $6.0 M	2 / 12%	9 / 53%	5 / 29%	1 / 6%	17 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.	4 / 10%	21 / 54%	11 / 28%	3 / 8%	39 = 100%
New York	2 / 20%	7 / 70%	1 / 10%		10 = 100%
Other Northeast	1 / 8%	9 / 76%	1 / 8%	1 / 8%	12 = 100%
Chicago	1 / 5%	10 / 50%	8 / 40%	1 / 5%	20 = 100%
Other Midwest	5 / 45%	5 / 45%	1 / 10%		11 = 100%
West/Southwest	2 / 25%	3 / 37%	1 / 13%	2 / 25%	8 = 100%

Shaded area indicates median range.

GENERAL CLERK, SENIOR

(Position may have a variety of titles in different associations and in different departments within a single association. For example: membership clerk, publication sales clerk, insurance clerk, personnel clerk.) Performs a wide range of clerical or other non-secretarial tasks which require analysis, judgment, and a thorough knowledge of department and association policies and procedures dealing with the position's areas of responsibility. Duties may require proficiency in operation of one or more types of office equipment, including a minicomputer system.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	2 / 50%	2 / 50%			4 = 100%
$250 K to $499 K	2 / 40%	3 / 60%			5 = 100%
$500 K to $999 K	6 / 21%	14 / 50%	6 / 22%	2 / 7%	28 = 100%
$1.0 M to $1.5 M	1 / 8%	8 / 61%	3 / 23%	1 / 8%	13 = 100%
$1.6 M to $3.0 M	1 / 4%	21 / 75%	4 / 14%	2 / 7%	28 = 100%
$3.1 M to $6.0 M	3 / 11%	18 / 64%	6 / 21%	1 / 4%	28 = 100%
Over $6.0 M		14 / 70%	6 / 30%		20 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.	3 / 6%	32 / 64%	12 / 24%	3 / 6%	50 = 100%
New York	2 / 12%	10 / 63%	3 / 19%	1 / 6%	16 = 100%
Other Northeast		14 / 88%	2 / 12%		16 = 100%
Chicago	3 / 12%	16 / 68%	3 / 12%	2 / 8%	24 = 100%
Other Midwest	4 / 40%	5 / 50%	1 / 10%		10 = 100%
West/Southwest	1 / 14%	3 / 43%	3 / 43%		7 = 100%

Shaded area indicates median range.

GENERAL CLERK, JUNIOR

(Position may have a variety of specific titles in different associations and in different departments within a single association.) Performs, under supervision, various basic office or clerical functions (non-accounting functions), usually on short assignments and in accordance with clearly established procedures. Tasks are generally routine in nature and require little or no independent judgment, but the position is higher than that of file clerk.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $8 K or less	$9 K to $11 K	$12 K to $14 K	Total Number of Respondents
Under $250 K	4 / 100%			4 = 100%
$250 K to $499 K	4 / 80%	1 / 20%		5 = 100%
$500 K to $999 K	9 / 45%	9 / 45%	2 / 10%	20 = 100%
$1.0 M to $1.5 M	3 / 33%	6 / 67%		9 = 100%
$1.6 M to $3.0 M	7 / 44%	8 / 50%	1 / 6%	16 = 100%
$3.1 M to $6.0 M	7 / 28%	18 / 72%		25 = 100%
Over $6.0 M	9 / 53%	8 / 47%		17 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $8 K or less	$9 K to $11 K	$12 K to $14 K	Total Number of Respondents
Washington, D.C.	15 / 39%	22 / 58%	1 / 3%	38 = 100%
New York	8 / 61%	5 / 39%		13 = 100%
Other Northeast	5 / 36%	7 / 50%	2 / 14%	14 = 100%
Chicago	7 / 41%	10 / 59%		17 = 100%
Other Midwest	5 / 56%	4 / 44%		9 = 100%
West/Southwest	2 / 50%	2 / 50%		4 = 100%

Shaded area indicates median range.

ACCOUNTING CLERK

Checks, verifies andposts journal vouchers, accounts payable vouchers, or other simple accounting data. Performs under the supervision of an accountant.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	2 / 50%	1 / 25%	1 / 25%		4 = 100%
$250 K to $499 K	4 / 45%	4 / 45%		1 / 10%	9 = 100%
$500 K to $999 K	3 / 12%	16 / 64%	6 / 24%		25 = 100%
$1.0 M to $1.5 M	1 / 6%	12 / 71%	3 / 17%	1 / 6%	17 = 100%
$1.6 M to $3.0 M	6 / 15%	21 / 53%	12 / 30%	1 / 2%	40 = 100%
$3.1 M to $6.0 M	3 / 9%	19 / 58%	9 / 27%	2 / 6%	33 = 100%
Over $6.0 M	1 / 4%	18 / 82%	3 / 14%		22 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.	7 / 11%	39 / 59%	16 / 24%	4 / 6%	66 = 100%
New York	1 / 6%	11 / 65%	4 / 23%	1 / 6%	17 = 100%
Other Northeast	4 / 25%	10 / 62%	2 / 13%		16 = 100%
Chicago		14 / 74%	5 / 26%		19 = 100%
Other Midwest	4 / 21%	12 / 63%	3 / 16%		19 = 100%
West/Southwest	2 / 18%	5 / 46%	3 / 27%	1 / 9%	11 = 100%

Shaded area indicates median range.

FILE CLERK

Performs general alphabetical and numeric filing, sorting and cross-referencing. Locates and removes material upon request and keeps records of its disposition. Delivers files, copies materials from files, updates files, and purges out-dated materials.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL: $8 K or less	$9 K to $11 K	Total Number of Respondents
Under $250 K	6 / 86%	1 / 14%	7 - 100%
$250 K to $499 K	INSUFFICIENT RESPONSE		
$500 K to $999 K	6 / 75%	2 / 25%	8 = 100%
$1.0 M to $1.5 M	4 / 67%	2 / 33%	6 = 100%
$1.6 M to $3.0 M	6 / 67%	3 / 33%	9 = 100%
$3.1 M to $6.0 M	10 / 56%	8 / 44%	18 = 100%
Over $6.0 M	9 / 69%	4 / 31%	13 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL: $8 K or less	$9 K to $11 K	Total Number of Respondents
Washington, D.C.	10 / 56%	8 / 44%	18 = 100%
New York	6 / 75%	2 / 25%	8 = 100%
Other Northeast	7 / 78%	2 / 22%	9 = 100%
Chicago	8 / 67%	4 / 33%	12 = 100%
Other Midwest	6 / 67%	3 / 33%	9 = 100%
West/Southwest	1 / 50%	1 / 50%	2 = 100%

Shaded area indicates median range.

PRINTING AND MAILROOM SUPERVISOR

Responsible for supervising all in-house printing and mailroom activities. Usually oversees the work of a mail clerk and a printing machine operator. Helps in performing these duties whenever necessary.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $13 K	$14 K to $15 K	$16 K to $18 K	Over $18 K	Total Number of Respondents
Under $250 K	2 / 67%		1 / 33%			3 = 100%
$250 K to $499 K	5 / 100%					5 = 100%
$500 K to $999 K	6 / 74%	1 / 13%	1 / 13%			8 = 100%
$1.0 M to $1.5 M	3 / 20%	8 / 53%	4 / 27%			15 = 100%
$1.6 M to $3.0 M	6 / 26%	7 / 32%	7 / 32%	1 / 5%	1 / 5%	22 = 100%
$3.1 M to $6.0 M	1 / 4%	13 / 46%	10 / 36%		4 / 14%	28 = 100%
Over $6.0 M	2 / 11%	3 / 16%	4 / 21%	4 / 21%	6 / 31%	19 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$10 K or less	$11 K to $13 K	$14 K to $15 K	$16 K to $18 K	Over $18 K	Total Number of Respondents
Washington, D.C.	3 / 7%	17 / 39%	15 / 35%	2 / 5%	6 / 14%	43 = 100%
New York	3 / 21%	6 / 43%	4 / 29%	1 / 7%		14 = 100%
Other Northeast	8 / 54%	3 / 20%	2 / 13%		2 / 13%	15 = 100%
Chicago	1 / 10%	3 / 30%	4 / 40%	1 / 10%	1 / 10%	10 = 100%
Other Midwest	7 / 54%	2 / 15%	3 / 23%	1 / 8%		13 = 100%
West/Southwest	1 / 50%				1 / 50%	2 = 100%

Shaded area indicates median range.

MAIL/SUPPLY CLERK

Responsible for a variety of duties required to process incoming and outgoing mail. Duties include maintaining postage and other related supplies and running errands. Often has the responsibility for ordering and maintaining all office supplies in accordance with established purchasing procedures and approval of purchasing agent.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $7 K or less	$8 K to $10 K	$11 K to $13 K	$14 K to $16 K	Over $16 K	Total Number of Respondents
Under $250 K	2 / 67%	1 / 33%				3 = 100%
$250 K to $499 K		1 / 50%		1 / 50%		2 = 100%
$500 K to $999 K	5 / 24%	16 / 76%				21 = 100%
$1.0 M to $1.5 M	6 / 29%	13 / 62%	2 / 9%			21 = 100%
$1.6 M to $3.0 M	2 / 6%	26 / 76%	4 / 12%	1 / 3%	1 / 3%	34 = 100%
$3.1 M to $6.0 M	2 / 7%	21 / 68%	6 / 19%	1 / 3%	1 / 3%	31 = 100%
Over $6.0 M	1 / 5%	13 / 68%	5 / 26%			19 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $7 K or less	$8 K to $10 K	$11 K to $13 K	$14 K to $16 K	Over $16 K	Total Number of Respondents
Washington, D.C.	2 / 4%	45 / 80%	6 / 11%	1 / 1%	2 / 4%	56 = 100%
New York	4 / 23%	9 / 53%	3 / 18%	1 / 6%		17 = 100%
Other Northeast	4 / 27%	9 / 60%	2 / 13%			15 = 100%
Chicago		13 / 72%	5 / 28%			18 = 100%
Other Midwest	4 / 31%	9 / 69%				13 = 100%
West/Southwest	1 / 11%	7 / 78%		1 / 11%		9 = 100%

Shaded area indicates median range.

PRINTING MACHINE OPERATOR

Operates offset duplicating machine and other printing equipment. Cleans and adjusts equipment as required. Maintains printing schedule and records.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Over $17 K	Total Number of Respondents
Under $250 K	1 50%	1 50%				2 = 100%
$250 K to $499 K	2 100%					2 = 100%
$500 K to $999 K	2 29%	4 57%	1 14%			7 = 100%
$1.0 M to $1.5 M	1 13%	6 75%	1 13%			8 = 100%
$1.6 M to $3.0 M	1 7%	10 67%	2 13%	2 13%		15 = 100%
$3.1 M to $6.0 M	1 7%	5 36%	6 36%	2 14%	1 7%	14 = 100%
Over $6.0 M	1 6%	10 59%	4 23%	2 12%		17 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Over $17 K	Total Number of Respondents
Washington, D.C.	2 9%	15 65%	5 22%	1 4%		23 = 100%
New York	1 17%	3 50%	2 33%			6 = 100%
Other Northeast	1 12%	6 75%	1 12%			8 = 100%
Chicago	1 9%	5 46%	4 36%	1 9%		11 = 100%
Other Midwest	1 9%	6 55%	1 9%	2 18%	1 9%	11 = 100%
West/Southwest	2 33%	2 33%		2 33%		6 = 100%

Shaded area indicates median range.

KEYPUNCH OPERATOR

Operates an alphabetical or numerical keypunch to record precoded or readily usable data following generally standardized procedures.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	1 / 100%				1 = 100%
$250 K to $499 K		1 / 100%			1 = 100%
$500 K to $999 K	1 / 100%				1 = 100%
$1.0 M to $1.5 M	1 / 100%				1 = 100%
$1.6 M to $3.0 M	1 / 25%	3 / 75%			4 = 100%
$3.1 M to $6.0 M	1 / 10%	5 / 50%	2 / 20%	2 / 20%	10 = 100%
Over $6.0 M	2 / 14%	9 / 64%	3 / 22%		14 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.	2 / 22%	6 / 67%	1 / 11%		9 = 100%
New York	2 / 33%	3 / 50%	1 / 17%		6 = 100%
Other Northeast	2 / 67%	1 / 33%			3 = 100%
Chicago		5 / 72%	1 / 14%	1 / 14%	7 = 100%
Other Midwest	1 / 33%	1 / 33%	1 / 33%		3 = 100%
West/Southwest		2 / 50%	1 / 25%	1 / 25%	4 = 100%

Shaded area indicates median range.

CRT OPERATOR

Operates a CRT Display Unit to record, verify, and enter into the computer precoded or uncoded data working from a variety of source materials.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	1 / 50%	1 / 50%			2 = 100%
$250 K to $499 K	INSUFFICIENT RESPONSE				
$500 K to $999 K	1 / 12%	4 / 50%	3 / 38%		8 = 100%
$1.0 M to $1.5 M	1 / 14%	6 / 86%			7 = 100%
$1.6 M to $3.0 M	2 / 22%	6 / 67%	1 / 11%		9 = 100%
$3.1 M to $6.0 M	1 / 6%	13 / 72%	3 / 16%	1 / 6%	18 = 100%
Over $6.0 M	1 / 12%	7 / 88%			8 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.		15 / 79%	4 / 21%		19 = 100%
New York	2 / 67%	1 / 33%			3 = 100%
Other Northeast		9 / 90%	1 / 10%		10 = 100%
Chicago	1 / 9%	9 / 82%	1 / 9%		11 = 100%
Other Midwest	4 / 50%	3 / 37%	1 / 13%		8 = 100%
West/Southwest	INSUFFICIENT RESPONSE				

Shaded area indicates median range.

WORD PROCESSING OPERATOR

Responsible for operation of automatic word processing equipment. May occasionally perform other typing or related duties.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	1 / 100%				1 = 100%
$250 K to $499 K	1 / 100%				1 = 100%
$500 K to $999 K	1 / 6%	7 / 47%	7 / 47%		15 = 100%
$1.0 M to $1.5 M	2 / 40%		3 / 60%		5 = 100%
$1.6 M to $3.0 M	1 / 8%	7 / 58%	4 / 33%		12 = 100%
$3.1 M to $6.0 M		13 / 68%	5 / 26%	1 / 6%	19 = 100%
Over $6.0 M	1 / 6%	10 / 63%	5 / 31%		16 = 100%

SALARY RANGE ACCORDING TO LOCATION

SALARY LEVEL

HEADQUARTERS LOCATION	$8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.	2 / 7%	13 / 48%	12 / 45%		27 = 100%
New York		4 / 57%	3 / 43%		7 = 100%
Other Northeast	1 / 11%	7 / 78%	1 / 11%		9 = 100%
Chicago		7 / 58%	5 / 42%		12 = 100%
Other Midwest	3 / 60%	2 / 40%			5 = 100%
West/Southwest	1 / 14%	3 / 43%	2 / 29%	1 / 14%	7 = 100%

Shaded area indicates median range.

RECEPTIONIST/SWITCHBOARD OPERATOR

Performs reception and switchboard functions for the association. May carry out other clerical and general typing tasks as assigned.

SALARY RANGE ACCORDING TO SIZE OF BUDGET

SIZE OF ANNUAL OPERATING BUDGET	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Under $250 K	5 / 71%	2 / 29%			7 = 100%
$250 K to $499 K	2 / 29%	5 / 71%			7 = 100%
$500 K to $999 K	8 / 23%	23 / 68%	3 / 9%		34 = 100%
$1.0 M to $1.5 M	10 / 40%	12 / 48%	3 / 12%		25 = 100%
$1.6 M to $3.0 M	12 / 27%	30 / 66%	3 / 7%		45 = 100%
$3.1 M to $6.0 M	8 / 23%	17 / 50%	6 / 18%	3 / 9%	34 = 100%
Over $6.0 M	3 / 14%	13 / 59%	6 / 27%		22 = 100%

SALARY RANGE ACCORDING TO LOCATION

HEADQUARTERS LOCATION	SALARY LEVEL $8 K or less	$9 K to $11 K	$12 K to $14 K	$15 K to $17 K	Total Number of Respondents
Washington, D.C.	14 / 18%	58 / 71%	8 / 10%	1 / 1%	79 = 100%
New York	6 / 38%	5 / 31%	5 / 31%		16 = 100%
Other Northeast	7 / 35%	13 / 65%			20 = 100%
Chicago	6 / 21%	16 / 58%	6 / 21%		28 = 100%
Other Midwest	8 / 50%	5 / 32%	1 / 6%	1 / 6%	16 = 100%
West/Southwest	4 / 34%	6 / 50%	1 / 8%	1 / 8%	12 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES

The large number of associations located in the Washington, D.C. area suggests the need for a special subsection that further details their salary data. The tables that follow break down the salaries paid by D.C.-based associations according to the size of their operating budgets.

In assessing these results, it is important to remember that they are based on a much smaller set of respondents—the 136 associations headquartered in the Washington, D.C. metropolitan area. Median ranges are indicated by shading but fewer respondents in each category make them less parametric. This smaller data base also accounts for several instances where median salary ranges do not increase regularly with budget size.

Nevertheless, these tables provide very specific results which should prove useful to the comparison of association salaries within the Washington, D.C. area. The patterns outlined for all associations prevail in this subsection as well. Salaries for top-level executives have the broadest range. Managerial positions vary most directly with budget size. Salary disparities in program and administrative support positions are significantly lower across the budget spectrum.

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF ADMINISTRATIVE OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$30 K or less	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	$51 K to $55 K	$56 K to $60 K	$61 K to $70 K	Over $70K	Total Number of Respondents
Under $500 K	10 / 27%	8 / 21%	8 / 21%	1 / 3%	6 / 17%	3 / 8%		1 / 3%		37 = 100%
$500 K to $999 K		6 / 20%	7 / 23%	6 / 20%	7 / 23%	2 / 7%		2 / 7%		30 = 100%
$1.0 M to $1.5 M	2 / 9%		1 / 5%	4 / 18%	4 / 18%	6 / 27%	2 / 9%	2 / 9%	1 / 5%	22 = 100%
$1.6 M to $3.0 M			1 / 4%	4 / 17%	7 / 30%	3 / 12%	2 / 8%	4 / 17%	3 / 12%	24 = 100%
Over $3.0 M				1 / 5%	1 / 5%	3 / 17%	3 / 17%	3 / 17%	7 / 39%	18 = 100%

DEPUTY CHIEF ADMINISTRATIVE OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	$51 K to $60 K	Over $60 K	Total Number of Respondents
Under $500 K	6 / 33%	4 / 22%	4 / 22%	2 / 11%	2 / 11%					18 = 100%
$500 K to $999 K	2 / 10%	4 / 20%	5 / 25%	4 / 20%	3 / 15%	2 / 10%				20 = 100%
$1.0 M to $1.5 M		1 / 9%	1 / 9%		3 / 27%	5 / 46%	1 / 9%			11 = 100%
$1.6 M to $3.0 M		1 / 6%	1 / 6%	4 / 25%	5 / 32%	3 / 19%	1 / 6%	1 / 6%		16 = 100%
Over $3.0 M					2 / 18%		2 / 18%	4 / 37%	3 / 27%	11 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF BUSINESS OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	Over $45 K	Total Number of Respondents
Under $500 K	7 / 100%							7 = 100%
$500 K to $999 K	3 / 34%	2 / 22%	2 / 22%	1 / 11%	1 / 11%			9 = 100%
$1.0 M to $1.5 M	1 / 7%	6 / 40%	3 / 20%	3 / 20%	2 / 13%			15 = 100%
$1.6 M to $3.0 M		2 / 18%	4 / 37%	2 / 18%	1 / 9%	1 / 9%	1 / 9%	11 = 100%
Over $3.0 M				1 / 13%	2 / 25%	3 / 37%	2 / 25%	8 = 100%

CHIEF FINANCE OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $500 K	1 / 50%		1 / 50%					2 = 100%
$500 K to $999 K	1 / 25%	1 / 25%	2 / 50%					4 = 100%
$1.0 M to $1.5 M		1 / 25%	2 / 50%	1 / 25%				4 = 100%
$1.6 M to $3.0 M			5 / 50%	1 / 10%	3 / 30%	1 / 10%		10 = 100%
Over $3.0 M			1 / 8%	4 / 31%	1 / 8%	2 / 15%	5 / 38%	13 = 100%

WASHINGTON AREA SALARIES BY BUDGET SIZE

ACCOUNTING MANAGER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $500 K	2 / 100%					2 = 100%
$500 K to $999 K		3 / 60%	2 / 40%			5 = 100%
$1.0 M to $1.5 M	2 / 33%	4 / 67%				6 = 100%
$1.6 M to $3.0 M	1 / 9%	7 / 64%	2 / 18%		1 / 9%	11 = 100%
Over $3.0 M	1 / 7%	5 / 33%	4 / 27%	2 / 13%	3 / 20%	15 = 100%

ACCOUNTANT

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	4 / 31%	7 / 55%	1 / 7%	1 / 7%	13 = 100%
$500 K to $999 K	1 / 8%	7 / 59%	4 / 33%		12 = 100%
$1.0 M to $1.5 M	2 / 15%	5 / 39%	4 / 31%	2 / 15%	13 = 100%
$1.6 M to $3.0 M		9 / 69%	3 / 23%	1 / 8%	13 = 100%
Over $3.0 M		6 / 43%	3 / 21%	5 / 36%	14 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF ADMINISTRATIVE SERVICES OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Under $500 K	INSUFFICIENT RESPONSE					
$500 K to $999 K	2 / 50%		2 / 50%			4 = 100%
$1.0 M to $1.5 M	2 / 40%	2 / 40%			1 / 20%	5 = 100%
$1.6 M to $3.0 M	3 / 42%		2 / 29%	2 / 29%		7 = 100%
Over $3.0 M			5 / 56%	1 / 11%	3 / 33%	9 = 100%

OFFICE MANAGER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	2 / 18%	7 / 64%	2 / 18%		11 = 100%
$500 K to $999 K		2 / 29%	4 / 57%	1 / 14%	7 = 100%
$1.0 M to $1.5 M		1 / 25%	1 / 25%	2 / 50%	4 = 100%
$1.6 M to $3.0 M		4 / 44%	5 / 56%		9 = 100%
Over $3.0 M			1 / 17%	5 / 83%	6 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

PERSONNEL DIRECTOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $500 K	1 / 100%					1 = 100%
$500 K to $999 K	1 / 50%	1 / 50%				2 = 100%
$1.0 M to $1.5 M	2 / 67%	1 / 33%				3 = 100%
$1.6 M to $3.0 M	2 / 40%			2 / 40%	1 / 20%	5 = 100%
Over $3.0 M	1 / 9%	2 / 18%	5 / 46%	2 / 18%	1 / 9%	11 = 100%

DIRECTOR/MANAGER OF MEMBERSHIP RECORDS

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	3 / 27%	7 / 64%	1 / 9%		11 = 100%
$500 K to $999 K	1 / 9%	7 / 64%	3 / 27%		11 = 100%
$1.0 M to $1.5 M	1 / 8%	6 / 50%	4 / 34%	1 / 8%	12 = 100%
$1.6 M to $3.0 M		8 / 53%	3 / 20%	4 / 27%	15 = 100%
Over $3.0 M		1 / 8%	4 / 31%	8 / 61%	13 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

COMPUTER SERVICES MANAGER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	Over $25 K	Total Number of Respondents
Under $500 K		1 / 100%			1 = 100%
$500 K to $999 K				1 / 100%	1 = 100%
$1.0 M to $1.5 M	1 / 33%	1 / 33%		1 / 33%	3 = 100%
$1.6 M to $3.0 M	2 / 29%	3 / 43%	1 / 14%	1 / 14%	7 = 100%
Over $3.0 M	1 / 7%	1 / 7%	4 / 31%	7 / 55%	13 = 100%

COMPUTER PROGRAMMER/ANALYST

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	Over $25 K	Total Number of Respondents
Under $500 K		1 / 100%			1 = 100%
$500 K to $999 K	2 / 67%	1 / 33%			3 = 100%
$1.0 M to $1.5 M		1 / 100%			1 = 100%
$1.6 M to $3.0 M		4 / 80%		1 / 20%	5 = 100%
Over $3.0 M	1 / 14%	3 / 43%	1 / 14%	2 / 29%	7 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF PROGRAM OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40K	Total Number of Respondents
Under $500 K	1 / 25%		2 / 50%		1 / 25%		4 = 100%
$500 K to $999 K		3 / 33%	3 / 33%	2 / 22%	1 / 12%		9 = 100%
$1.0 M to $1.5 M	2 / 25%	1 / 12%		1 / 12%		4 / 50%	8 = 100%
$1.6 M to $3.0 M		1 / 11%	1 / 11%	5 / 56%	1 / 11%	1 / 11%	9 = 100%
Over $3.0 M		1 / 8%	2 / 17%	2 / 17%	2 / 17%	5 / 41%	12 = 100%

DIRECTOR OF RESEARCH

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $500 K	1 / 25%	2 / 50%		1 / 25%			4 = 100%
$500 K to $999 K	2 / 40%	1 / 20%	2 / 40%				5 = 100%
$1.0 M to $1.5 M		2 / 67%			1 / 33%		3 = 100%
$1.6 M to $3.0 M			3 / 43%	2 / 29%	1 / 14%	1 / 14%	7 = 100%
Over $3.0 M		3 / 34%	1 / 11%	2 / 22%	1 / 11%	2 / 22%	9 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

LEGAL COUNSEL

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$25 K or less	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $500 K	2 67%		1 33%			3 = 100%
$500 K to $999 K	2 40%		1 20%	1 20%	1 20%	5 = 100%
$1.0 M to $1.5 M	INSUFFICIENT RESPONSE					
$1.6 M to $3.0 M			2 67%		1 33%	3 = 100%
Over $3.0 M		2 22%	1 11%	2 22%	4 45%	9 = 100%

DIRECTOR OF GOVERNMENT RELATIONS

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	$41 K to $45 K	$46 K to $50 K	Over $50 K	Total Number of Respondents
Under $500 K	2 40%		1 20%	2 40%					5 = 100%
$500 K to $999 K			1 50%		1 50%				2 = 100%
$1.0 M to $1.5 M	1 9%	1 9%	3 27%		3 27%		2 19%	1 9%	11 = 100%
$1.6 M to $3.0 M	1 8%	1 8%		7 53%	3 23%	1 8%			13 = 100%
Over $3.0 M	1 6%		1 6%	8 53%	4 28%			3 20%	15 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

DIRECTOR/COORDINATOR OF GRANTS

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$25 K or less	$26 K to $30 K	$31 K to $35 K	$36 K to $40 K	Over $40 K	Total Number of Respondents
Under $500 K			1 50%	1 50%		2 = 100%
$500 K to $999 K	2 33%	3 50%	1 17%			6 = 100%
$1.0 M to $1.5 M	1 33%	1 33%			1 33%	3 = 100%
$1.6 M to $3.0 M				1 100%		1 = 100%
Over $3.0 M	1 17%		3 50%		2 33%	6 = 100%

PROGRAM SPECIALIST

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $500 K		1 12%	3 38%	2 25%	2 25%	8 = 100%
$500 K to $999 K	1 8%	2 17%	6 50%	3 25%		12 = 100%
$1.0 M to $1.5 M	1 9%	2 18%	5 46%		3 27%	11 = 100%
$1.6 M to $3.0 M	1 9%	3 27%	4 37%	2 18%	1 9%	11 = 100%
Over $3.0 M	2 14%	4 29%	6 43%	1 7%	1 7%	14 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

PROGRAM ASSISTANT

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	1 100%				1 = 100%
$500 K to $999 K		6 67%	3 33%		9 = 100%
$1.0 M to $1.5 M	1 8%	8 67%	1 8%	2 17%	12 = 100%
$1.6 M to $3.0 M	1 9%	4 36%	6 55%		11 = 100%
Over $3.0 M		7 64%	4 36%		11 = 100%

LIBRARIAN

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	INSUFFICIENT RESPONSE			
$500 K to $999 K	2 67%		1 33%	3 = 100%
$1.0 M to $1.5 M	INSUFFICIENT RESPONSE			
$1.6 M to $3.0 M	5 83%	1 17%		6 = 100%
Over $3.0 M	2 22%	5 56%	2 22%	9 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

DIRECTOR OF MEMBERSHIP DEVELOPMENT/SERVICES

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $500 K	3 / 50%				3 / 50%	6 = 100%
$500 K to $999 K	2 / 20%	2 / 20%	1 / 10%	1 / 10%	4 / 40%	10 = 100%
$1.0 M to $1.5 M		1 / 17%	2 / 33%	1 / 17%	2 / 33%	6 = 100%
$1.6 M to $3.0 M		2 / 17%	3 / 25%	2 / 17%	5 / 41%	12 = 100%
Over $3.0 M		1 / 10%	2 / 20%	3 / 30%	4 / 40%	10 = 100%

DIRECTOR OF PUBLIC RELATIONS/PUBLIC INFORMATION

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$20 K or less	$21 K to $25 K	$26 K to $30 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Under $500 K	3 / 75%	1 / 25%				4 = 100%
$500 K to $999 K	1 / 20%	4 / 80%				5 = 100%
$1.0 M to $1.5 M	6 / 55%	2 / 18%	1 / 9%		2 / 18%	11 = 100%
$1.6 M to $3.0 M	1 / 8%	8 / 67%	1 / 8%		2 / 17%	12 = 100%
Over $3.0 M	1 / 8%	4 / 26%	3 / 20%	3 / 20%	4 / 26%	15 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

CONFERENCE/ANNUAL MEETING DIRECTOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $500 K	1 / 25%	1 / 25%	1 / 25%		1 / 25%	4 = 100%
$500 K to $999 K		3 / 50%	1 / 17%	2 / 33%		6 = 100%
$1.0 M to $1.5 M	3 / 30%	1 / 10%	3 / 30%	1 / 10%	2 / 20%	10 = 100%
$1.6 M to $3.0 M		8 / 47%	4 / 23%	2 / 12%	3 / 18%	17 = 100%
Over $3.0 M		1 / 10%		3 / 30%	6 / 60%	10 = 100%

CONFERENCE COORDINATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K		1 / 20%	3 / 60%	1 / 20%	5 = 100%
$500 K to $999 K	1 / 12%	4 / 50%	3 / 38%		8 = 100%
$1.0 M to $1.5 M		1 / 25%	1 / 25%	2 / 50%	4 = 100%
$1.6 M to $3.0 M		3 / 37%	5 / 62%		8 = 100%
Over $3.0 M		1 / 10%	8 / 80%	1 / 10%	10 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

CHIEF PUBLICATIONS OFFICER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $31 K	$31 K to $35 K	Over $35 K	Total Number of Respondents
Under $500 K	3 / 75%	1 / 25%					4 = 100%
$500 K to $999 K	1 / 10%	2 / 20%	1 / 10%	4 / 40%	2 / 20%		10 = 100%
$1.0 M to $1.5 M	1 / 9%	2 / 18%	4 / 37%	2 / 18%	1 / 9%	1 / 9%	11 = 100%
$1.6 M to $3.0 M		2 / 17%	3 / 25%	2 / 17%	3 / 25%	2 / 17%	12 = 100%
Over $3.0 M				3 / 20%	3 / 20%	8 / 60%	15 = 100%

EDITORIAL MANAGER

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	Over $25 K	Total Number of Respondents
Under $500 K	2 / 40%	1 / 20%	2 / 40%		5 = 100%
$500 K to $999 K		1 / 100%			1 = 100%
$1.0 M to $1.5 M	2 / 18%	6 / 55%	3 / 27%		11 = 100%
$1.6 M to $3.0 M		5 / 56%	3 / 33%	1 / 11%	9 = 100%
Over $3.0 M	1 / 7%	3 / 20%	8 / 53%	3 / 20%	15 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

EDITOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $500 K	4 / 45%	1 / 11%	1 / 11%	2 / 22%	1 / 11%	9 = 100%
$500 K to $999 K	7 / 47%	3 / 20%	3 / 20%	2 / 13%	/	15 = 100%
$1.0 M to $1.5 M	2 / 22%	4 / 45%	2 / 22%	/	1 / 11%	9 = 100%
$1.6 M to $3.0 M	2 / 14%	8 / 44%	2 / 14%	2 / 14%	2 / 14%	14 = 100%
Over $3.0 M	2 / 13%	1 / 7%	8 / 40%	3 / 20%	3 / 20%	15 = 100%

ASSISTANT EDITOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	2 / 33%	3 / 50%	1 / 17%	/	6 = 100%
$500 K to $999 K	2 / 22%	3 / 33%	4 / 45%	/	9 = 100%
$1.0 M to $1.5 M	/	4 / 80%	1 / 20%	/	5 = 100%
$1.6 M to $3.0 M	1 / 8%	5 / 38%	5 / 38%	2 / 16%	13 = 100%
Over $3.0 M	/	8 / 54%	2 / 13%	5 / 33%	15 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

EDITORIAL ASSISTANT

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	Over $15 K	Total Number of Respondents
Under $500 K	1 50%	1 50%		2 = 100%
$500 K to $999 K	1 20%	4 80%		5 = 100%
$1.0 M to $1.5 M	4 44%	4 44%	1 12%	9 = 100%
$1.6 M to $3.0 M	2 18%	9 82%		11 = 100%
Over $3.0 M		11 79%	3 21%	14 = 100%

MANAGER, ADVERTISING SALES

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$15 K or less	$16 K to $20 K	$21 K to $25 K	$26 K to $30 K	Over $30 K	Total Number of Respondents
Under $500 K	1 50%	1 50%				2 = 100%
$500 K to $999 K	1 100%					1 = 100%
$1.0 M to $1.5 M	1 25%	2 50%			1 25%	4 = 100%
$1.6 M to $3.0 M	7 54%	3 23%	3 23%			13 = 100%
Over $3.0 M		1 17%	2 33%	2 33%	1 17%	6 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

ADMINISTRATIVE ASSISTANT/EXECUTIVE SECRETARY

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $16 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	3 / 15%	12 / 60%	5 / 25%		20 = 100%
$500 K to $999 K		13 / 57%	10 / 43%		23 = 100%
$1.0 M to $1.5 M	1 / 5%	9 / 50%	5 / 28%	3 / 17%	18 = 100%
$1.6 M to $3.0 M		14 / 70%	6 / 30%		20 = 100%
Over $3.0 M		1 / 5%	10 / 56%	7 / 39%	18 = 100%

SENIOR SECRETARY

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $15 K	$16 K to $20 K	Over $20 K	Total Number of Respondents
Under $500 K	2 / 18%	8 / 73%	1 / 9%		11 = 100%
$500 K to $999 K	2 / 13%	13 / 81%	1 / 6%		16 = 100%
$1.0 M to $1.5 M	1 / 6%	12 / 75%	3 / 19%		16 = 100%
$1.6 M to $3.0 M		18 / 95%	1 / 5%		19 = 100%
Over $3.0 M		12 / 63%	6 / 32%	1 / 5%	19 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

JUNIOR SECRETARY

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	Over $14 K	Total Number of Respondents
Under $500 K	1 / 10%	8 / 80%	1 / 10%		10 = 100%
$500 K to $999 K		10 / 50%	9 / 45%	1 / 5%	20 = 100%
$1.0 M to $1.5 M		12 / 67%	6 / 33%		18 = 100%
$1.6 M to $3.0 M		19 / 95%	1 / 5%		20 = 100%
Over $3.0 M		13 / 72%	5 / 28%		18 = 100%

CLERK TYPIST

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	Over $11 K	Total Number of Respondents
Under $500 K	6 / 40%	8 / 53%	1 / 7%	15 = 100%
$500 K to $999 K		18 / 90%	2 / 10%	20 = 100%
$1.0 M to $1.5 M	4 / 29%	10 / 71%		14 = 100%
$1.6 M to $3.0 M	3 / 20%	10 / 67%	2 / 13%	15 = 100%
Over $3.0 M	1 / 5%	18 / 95%		19 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

DATA PROCESSING CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	Over $14 K	Total Number of Respondents
Under $500 K	**2 / 100%**				2 = 100%
$500 K to $999 K		2 / 29%	**4 / 57%**	1 / 14%	7 = 100%
$1.0 M to $1.5 M	1 / 14%	**4 / 57%**	2 / 29%		7 = 100%
$1.6 M to $3.0 M	1 / 11%	**7 / 78%**	1 / 11%		9 = 100%
Over $3.0 M		**8 / 61%**	4 / 31%	1 / 8%	13 = 100%

GENERAL CLERK SENIOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	Over $14 K	Total Number of Respondents
Under $500 K	**1 / 50%**	1 / 50%			2 = 100%
$500 K to $999 K	1 / 12%	2 / 26%	**4 / 50%**	1 / 12%	8 = 100%
$1.0 M to $1.5 M		**4 / 67%**	2 / 33%		6 = 100%
$1.6 M to $3.0 M	1 / 6%	**12 / 75%**	2 / 13%	1 / 6%	16 = 100%
Over $3.0 M		**11 / 73%**	3 / 20%	1 / 7%	15 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

GENERAL CLERK, JR.

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	Over $11 K	Total Number of Respondents
Under $500 K	3 / 100%			3 = 100%
$500 K to $999 K	3 / 38%	4 / 50%	1 / 12%	8 = 100%
$1.0 M to $1.5 M	1 / 20%	4 / 80%		5 = 100%
$1.6 M to $3.0 M	5 / 63%	3 / 37%		8 = 100%
Over $3.0 M	2 / 17%	10 / 83%		12 = 100%

ACCOUNTING CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	Over $14 K	Total Number of Respondents
Under $500 K	1 / 20%	2 / 40%	1 / 20%	1 / 20%	5 = 100%
$500 K to $999 K		7 / 78%	2 / 22%		9 = 100%
$1.0 M to $1.5 M	1 / 11%	6 / 67%	2 / 22%		9 = 100%
$1.6 M to $3.0 M	5 / 24%	7 / 33%	8 / 38%	1 / 5%	21 = 100%
Over $3.0 M		15 / 79%	3 / 16%	1 / 5%	19 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

FILE CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	Over $8 K	Total Number of Respondents
Under $500 K		1 / 100%	1 = 100%
$500 K to $999 K	1 / 50%	1 / 50%	2 = 100%
$1.0 M to $1.5 M	1 / 50%	1 / 50%	2 = 100%
$1.6 M to $3.0 M	3 / 75%	1 / 25%	4 = 100%
Over $3.0 M	4 / 50%	4 / 50%	8 = 100%

PRINTING & MAILROOM SUPERVISOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$10 K or less	$11 K to $13 K	$14 K to $15 K	$16 K to $18 K	Over $18 K	Total Number of Respondents
Under $500 K	INSUFFICINT RESPONSE					
$500 K to $999 K	1 / 33%	1 / 33%	1 / 33%			3 = 100%
$1.0 M to $1.5 M		4 / 57%	3 / 43%			7 = 100%
$1.6 M to $3.0 M	2 / 15%	4 / 31%	5 / 38%	1 / 8%	1 / 8%	13 = 100%
Over $3.0 M		8 / 43%	5 / 26%	1 / 5%	5 / 26%	19 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

MAIL/SUPPLY CLERK

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$7 K or less	$8 K to $10 K	$11 K to $13 K	$14 K to $16 K	Over $16 K	Total Number of Respondents
Under $500 K		1 / 100%				1 = 100%
$500 K to $999 K		1 / 100%				1 = 100%
$1.0 M to $1.5 M	2 / 17%	9 / 75%	1 / 8%			12 = 100%
$1.6 M to $3.0 M		14 / 82%	1 / 6%	1 / 6%	1 / 6%	17 = 100%
Over $3.0 M		12 / 70%	4 / 24%		1 / 6%	17 = 100%

PRINTING MACHINE OPEATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	Over $14 K	Total Number of Respondents
Under $500 K	INSUFFICIENT RESPONSE				
$500 K to $999 K	1 / 50%	1 / 50%			2 = 100%
$1.0 M to $1.5 M	1 / 20%	3 / 60%	1 / 20%		5 = 100%
$1.6 M to $3.0 M		4 / 80%	1 / 20%		5 = 100%
Over $3.0 M		5 / 56%	3 / 33%	1 / 11%	9 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

KEYPUNCH OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	Over $11 K	Total Number of Respondents
Under $500 K		1 / 100%		1 = 100%
$500 K to $999 K	INSUFFICIENT RESPONSE			
$1.0 M to $1.5 M	1 / 100%			1 = 100%
$1.6 M to $3.0 M	1 / 33%	2 / 67%		3 = 100%
Over $3.0 M		3 / 75%	1 / 25%	4 = 100%

CRT OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$9 K to $11 K	$12 K to $14 K	Total Number of Respondents
Under $500 K	INSUFFICIENT RESPONSE		
$500 K to $999 K	1 / 25%	3 / 75%	4 = 100%
$1.0 M to $1.5 M	4 / 100%		4 = 100%
$1.6 M to $3.0 M	2 / 67%	1 / 33%	3 = 100%
Over $3.0 M	8 / 100%		8 = 100%

Shaded area indicates median range.

WASHINGTON AREA SALARIES BY BUDGET SIZE

WORD PROCESSING OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	Over $11 K	Total Number of Respondents
Under $500 K	1 / 100%			1 = 100%
$500 K to $999 K		2 / 29%	5 / 71%	7 = 100%
$1.0 M to $1.5 M	1 / 50%		1 / 50%	2 = 100%
$1.6 M to $3.0 M		3 / 60%	2 / 40%	5 = 100%
Over $3.0 M		7 / 64%	4 / 36%	11 = 100%

RECEPTIONIST/SWITCHBOARD OPERATOR

SALARY LEVEL

SIZE OF ANNUAL OPERATING BUDGET	$8 K or less	$9 K to $11 K	$12 K to $14 K	Over $14 K	Total Number of Respondents
Under $500 K		5 / 100%			5 = 100%
$500 K to $999 K	1 / 8%	10 / 77%	2 / 15%		13 = 100%
$1.0 M to $1.5 M	6 / 40%	8 / 53%	1 / 7%		15 = 100%
$1.6 M to $3.0 M	7 / 29%	15 / 63%	2 / 8%		24 = 100%
Over $3.0 M		14 / 78%	3 / 17%	1 / 5%	18 = 100%

Shaded area indicates median range.

SECTION IV.
BENEFITS

IV. BENEFITS

Non-salary compensation is an increasingly important part of the way in which educational and professional associations remunerate their employees. This section outlines the benefits which respondents provide to their staffs, reporting the frequency and the levels of employee benefits. Most of the items included here do not vary significantly according to the size of the association's budget, so data in this section have been aggregated for all respondents.

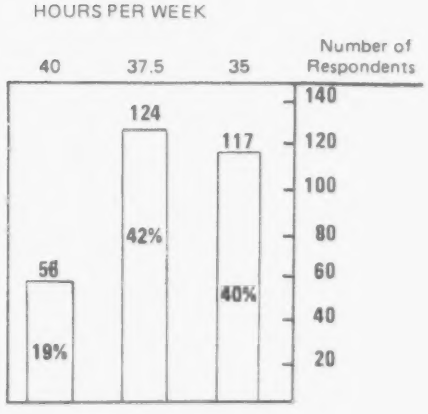
Benefits will, however, often vary with an employee's position in the association. Many of the tables will divide results for three different position levels, the chief administrative officer, other top executives, and all other association staff members.

Two benefits that apply equally to all staff, regardless of position, are the length of the work week and the number of paid holidays. They are outlined in *Tables IV-1* and *IV-2*, respectively.

The *WORK WEEK* is shorter than 40 hours in 82% of the associations which responded. Shorter work hours represent a significant benefit in kind; associations as a whole appear to be relatively generous with this form of non-salary compensation.

TABLE IV-1

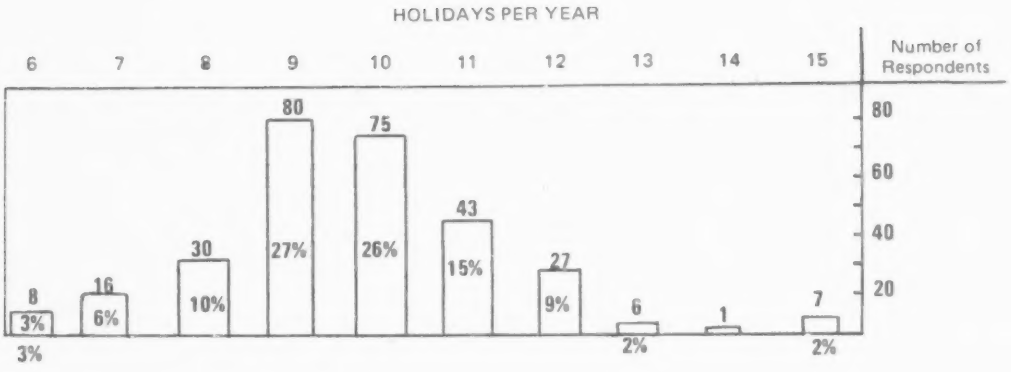
WORK WEEK



PAID HOLIDAYS are a similar in kind benefit. Most respondents offered somewhere between eight and 11 paid holidays per year.

TABLE IV-2

PAID HOLIDAYS



ANNUAL LEAVE varies so greatly among associations and positions that a simple compilation of the data is difficult. *Table IV-3* provides a series of results; each table refers to a different length of annual leave, breaking down the seniority requirements for each of the three different position levels. Percentages are not really appropriate since the same association may offer different vacation lengths after different lengths of service. So the numbers in the bars are the actual number of associations in each leave category.

Vacations shorter than two weeks and longer than four weeks are not determined by employee position. One week vacations are almost as common among new chief administrators as among new non-executive staff. Five and six week vacations are provided with equal frequency to all employee levels.

Position makes the biggest difference in determining whether leave benefits will total to two, three or four weeks per year. Chief administrators and other executives acquire four weeks of paid vacation much more quickly than other staff members do. Non-executive staff tend to begin with two weeks of leave after a year of service, progressing to three or four weeks after several more years.

SICK LEAVE benefits are detailed in *Table IV-4*. Most staff members at all levels tend to earn a set amount of sick leave days per year (often 11 to 15) although a somewhat greater percentage of chief administrators have discretionary power to determine their own needs.

TABLE IV-3a

1 WEEK VACATION

POSITION	LENGTH OF SERVICE: Less Than 1 Year	1 Year	More Than 1 Year
Chief Administrator	111	16	0
Other Executives	121	19	0
All Other Staff	133	23	0

TABLE IV-3b

2 WEEKS VACATION

POSITION	LENGTH OF SERVICE: Less Than 1 Year	1 Year	More Than 1 Year
Chief Administrator	42	104	23
Other Executives	46	126	28
All Other Staff	54	177	32

NOTE: Numbers in bars = numbers of respondents.

TABLE IV-3c

3 WEEKS VACATION

LENGTH OF SERVICE

POSITION	Less Than 1 Year	1 Year	2 to 4 Years	5 Years	6 to 9 Years	10 Years or More
Chief Administrator	25	26	51	52	8	16
Other Executives	14	35	62	67	8	16
All Other Staff	10	27	80	85	12	20

TABLE IV-3d

4 WEEKS VACATION

LENGTH OF SERVICE

POSITION	1 Year or Less	2 to 9 Years	10 to 14 Years	15 to 19 Years	20 Years or More
Chief Administrator	88	52	46	20	10
Other Executives	49	60	56	23	10
All Other Staff	14	66	69	25	13

TABLE IV-3e

5 WEEKS VACATION

LENGTH OF SERVICE

POSITION	Less Than 10 Years	10 to 19 Years	20 to 24 Years	25 Years or More
Chief Administrator	16	33	14	5
Other Executives	9	37	15	5
All Other Staff	2	39	15	5

TABLE IV-3f

6 WEEKS VACATION

LENGTH OF SERVICE

POSITION	Less Than 10 Years	10 to 19 Years	20 to 24 Years	25 Years or More
Chief Administrator	5	3	2	5
Other Executives	3	2	6	5
All Other Staff	2	2	6	5

An important consideration in leave coordination is association policy regarding unused vacation time. Most organizations encourage taking vacations during the year in which they are earned. The intent is to ensure an opportunity for renewal and to avoid incurring the financial obligations which result from carrying unused vacation time forward. On the other hand, the operational needs of an association may occasionally conflict with personal plans so that it is to the association's advantage to allow staff members to carry forward a part of their unused vacation time. Policies regarding this feature are shown in *Table IV-3g.*

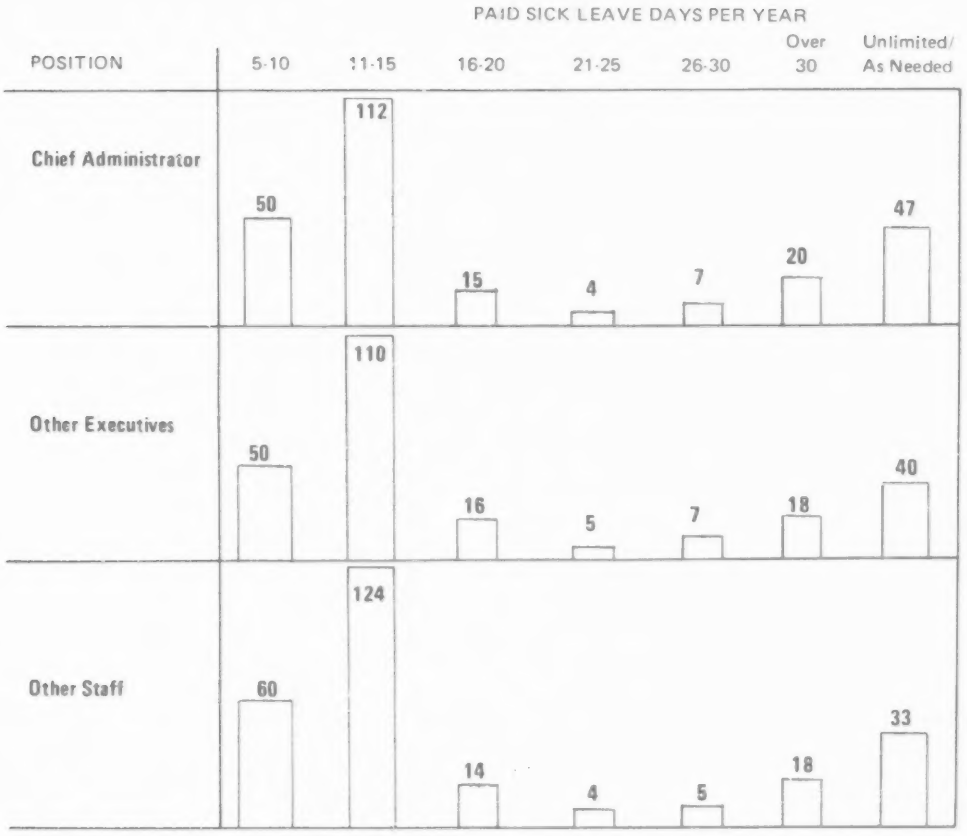
TABLE IV-3g

VACATION CARRY FORWARD

POSITION	0-10	11-20	Over 20	No Limit	No Policy
Chief Administrator	80	44	79	23	30
Other Executives	82	36	82	21	25
Other Staff	95	40	79	20	25

TABLE IV-4

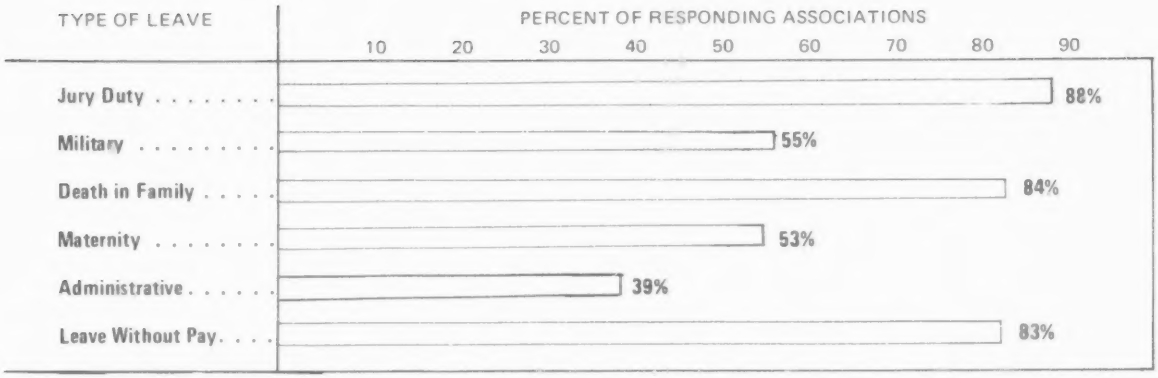
SICK LEAVE



OTHER TYPES OF LEAVE which associations tend to provide are distributed in *Table IV-5*. Leave for jury duty, leave for a death in the family and leave without pay are the types most commonly offered by survey respondents. Administrative leave was least common. The size of an association's budget only made a difference in military leave and maternity leave. Since those two types of leave can often be long and, hence, more expensive to provide, they were offered much more frequently by associations with large annual operating budgets.

TABLE IV-5

OTHER TYPES OF LEAVE



Tables IV-6 through *IV-9* outline various insurance benefits. Since a number of variables were often included in the breakdown of one insurance benefit, bar graphs are not employed in their presentation. Instead, the percentage of respondents is listed for each category with the total number of respondents shown in the last column. Insurance covering major medical expenses and basic hospitalization/surgical costs was provided most frequently. Less than 25% of the associations in the survey provided legal insurance, dental insurance, optometric insurance or payments for a health maintenance organization. So these benefits are not presented in tables, although each is briefly discussed.

BASIC HOSPITALIZATION/SURGICAL INSURANCE is a benefit which nearly 90% of the associations in the survey provide to employees. Payment schemes do not vary a great deal according to position. Of those associations providing their employees with basic hospitalization/surgical coverage, 80% assumed the full cost. The remainder shared the cost with employees. Family coverage, however, was much less likely to be fully paid by the employer. Furthermore, association contributions toward family coverage did tend to increase for higher-level employees.

MAJOR MEDICAL INSURANCE follows a similar pattern. Employee coverage is paid in full by 80% of the associations which offer this benefit. Family coverage is more likely to be shared or paid by the employee, although chief administrators and other executives received family coverage paid in full by the association more often than did other employees.

TABLE IV-6

BASIC HOSPITALIZATION/SURGICAL BENEFITS

	PAID BY ASSOC.	SHARED COST	PAID BY EMPLOYEE	NUMBER OF RESPONDENTS
Chief Administrator				
EMPLOYEE COVERAGE	82%	16%	2%	279
FAMILY COVERAGE	40%	28%	32%	276
Other Executives				
EMPLOYEE COVERAGE	79%	19%	2%	271
FAMILY COVERAGE	33%	31%	36%	269
All Other Staff				
EMPLOYEE COVERAGE	79%	19%	2%	284
FAMILY COVERAGE	31%	31%	38%	281

TABLE IV-7

MAJOR MEDICAL BENEFITS

	PAID BY ASSOC.	SHARED COST	PAID BY EMPLOYEE	NUMBER OF RESPONDENTS
Chief Administrator				
EMPLOYEE COVERAGE	82%	17%	1%	276
FAMILY COVERAGE	41%	29%	30%	263
Other Executives				
EMPLOYEE COVERAGE	79%	19%	2%	267
FAMILY COVERAGE	34%	32%	34%	254
All Other Staff				
EMPLOYEE COVERAGE	79%	19%	2%	280
FAMILY COVERAGE	31%	32%	37%	267

ACCIDENTAL DEATH INSURANCE was a benefit among two-thirds of the respondents to the survey. Payment schemes are nearly identical at each position level and full payment by the association is the predominant pattern. Around 90 percent of the associations pay for this benefit in full and about 3% share the cost with employees. An employee's position does affect the amount of death insurance coverage. Top executives tend to be insured for higher amounts of maximum coverage, as shown in *Table IV-8*.

TABLE IV-8

ACCIDENTAL DEATH INSURANCE

	MAXIMUM AMOUNT OF COVERAGE				RESPONDENTS
	Under $50 K	$50 K to $100 K	$100 K to $150 K	Over $150 K	NUMBER OF RESPONDENTS
Chief Administrator	29%	36%	17%	18%	187
Other Executives	32%	39%	14%	15%	179
All Other Staff	41%	36%	10%	13%	165

DISABILITY INSURANCE is a part of the benefits package in two-thirds of the associations surveyed. *Table IV-9* shows that payment schemes vary marginally according to an employee's position. Nearly half of the disability insurance plans cover employees through age 65, usually at an amount which would be between 50% and 60% of their annual salaries. The greatest disparity was in the time at which disability payments would commence. There is an uneven distribution among plans regarding when payments commence. Eleven percent commence immediately, 26% after 30 days, 7% after 60 days, 25% after 90 days, and 24% after more than 90 days.

TABLE IV-9

DISABILITY INSURANCE BENEFITS

	PAID BY ASSOC.	COST SHARED	NUMBER OF RESPONDENTS
Chief Administrator	92%	8%	214
Other Executives	91%	9%	196
All Other Staff	90%	10%	194

LEGAL INSURANCE is still a relatively new form of non-salary compensation, explaining why only a handful of associations provide it. Three associations paid legal insurance for their chief administrators, four paid for other executives and two paid for other staff members.

HEALTH MAINTENANCE ORGANIZATION benefits were provided by about one-fourth of the associations in the survey to employees at every level. Nearly all health maintenance organization plans covered the family as well as the employee, although the payment schemes for these two types of coverage varied considerably. Fifty-one associations paid the cost of employee coverage in full, but only around 23 covered the full cost for families. Most family coverage was either shared or paid in full by the employee.

DENTAL INSURANCE follows a similar pattern among the 70 associations which offer it. Most employees are covered in full by the associations; around one-half reported families covered through a shared-cost or employee-paid arrangement.

OPTOMETRIC INSURANCE is provided by only 20 associations in the survey. Around one-half of the plans for both employees and their families are either paid for by the association or jointly by the association and the employee. The other half are paid for solely by the employee.

RETIREMENT BENEFITS are provided by most associations. Over three-fourths of these benefits are in the form of IRS Qualified Retirement Plans. *Table IV-10* shows the eligibility requirements for retirement benefits according to level of position. Top executives tend to become eligible more quickly than other staff members. Rapid retirement eligibility can be an important incentive in executive recruitment; for other staff positions, this benefit may be used more as an incentive to make some minimum time commitment. Approximately 29% of the retirement plans at all staff levels are based on final pay averaged over some period. Eleven percent are based on career average pay and the balance use other methods of determining retirement pay.

TABLE IV-10

RETIREMENT BENEFITS ELIGIBILITY

	PERIOD OF EMPLOYMENT FOR INITIAL ELIGIBILITY				NUMBER OF RESPONDENTS
	Less Than 1 Year	1 Year	More Than 1 Year	Other	
Chief Administrator	46%	37%	11%	6%	254
Other Executives	44%	38%	12%	6%	244
All Other Staff	40%	40%	14%	7%	245

SPECIAL EXECUTIVE BENEFITS are most noteworthy for their strong emphasis upon professionally related activities. There was a marked decrease from last year in all of the figures shown in *Table IV-11* which is believed to be due to the large increase in the number of associations participating in the survey.

TABLE IV-11

SPECIAL EXECUTIVE BENEFITS

	CHIEF ADMINISTRATOR	OTHER EXECUTIVES
Extended Health Insurance	8%	2%
Additional Life Insurance	22%	5%
Dues to Professional Societies	72%	22%
Workshop/Seminar Fees	71%	30%
Subscriptions to Professional Publications	68%	24%
Car or Car Allowance	34%	7%
Parking Allowance	29%	9%
Country Club Membership	5%	—
In-Town Club Membership	17%	2%
Spouse's Travel Expenses	30%	2%